



Internal Revenue Service

Management Directive **MD715**



Annual Report Fiscal Year
2023

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715
Parts A Through E

Part A - Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code	Agency Code	FIPS Code
IRS	N/A	1111 Constitution Avenue NW	Washington	DC	20224	TR93	11001

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	87,560	316	87,876

Part C.1 - Head of Agency and Head of Agency Designee

Agency Leadership	Name	Title
Head of Agency	Daniel I Werfel	IRS Commissioner

Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)

EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
Principal EEO Director/Official	Carrie Y Holland	Chief Diversity Officer	0340	ES-00	(202) 317- 6046	carrie.y.holland@irs.gov
Affirmative Employment Program Manager	Cameo Reeves	Acting Associate Director, EEO Operations	0260	IR-01		cameo.d.reeves@irs.gov
Internal Complaint Processing Program Manager	Cameo Reeves	Acting Associate Director, EEO Operations	0260	IR-01		cameo.d.reeves@irs.gov

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External Complaint Processing Program Manager	Keisha Clark-Proctor	Associate Director, Civil Rights Unit	0360	IR-01	(240) 613-6887	Keisha.l.clark-proctor@irs.gov
Diversity & Inclusion (D&I) Officer	Catherine Haines	Acting Associate Director, Diversity Inclusion Division	0301	IR-01	(202) 317-5993	catherine.a.haines@irs.gov
Hispanic Program Manager (SEPM)	Nicole Quinn	Diversity-Strategy & Proactive Resolution Services Manager	0343	IR-04	(202) 317-4925	nicole.m.quinn@irs.gov
Women's Program Manager (SEPM)	Nicole Quinn	Diversity-Strategy & Proactive Resolution Services Manager	0343	IR-04	(202) 317-4925	nicole.m.quinn@irs.gov
Disability Program Manager (SEPM)	Brenda Gillison	Diversity & Inclusion Specialist	0301	GS-13	(267) 466-3006	brenda.gillison@irs.gov
Special Placement Program Coordinator (Individuals with Disabilities)	TBD					
Reasonable Accommodation Program Manager	Elizabeth Flores-Velasquez	Associate Director, Disability Services Division	0340	IR-01	(469) 801-0447	elizabeth.a.velasquez@irs.gov
Anti-Harassment (AH) Program Manager	Mike Griffin	Section Chief Anti-Harassment Program Off	0360	IR-01	(240) 613-6887	mike.l.griffin@irs.gov

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Alternative Dispute Resolution (ADR) Program Manager	Joseph Franklin	Equal Employment Specialist	0260	GS-13	(469) 801-0476	joseph.h.franklin@irs.gov
Compliance Manager	Stanton Chavers	Equal Employment Specialist	0260	GS-13	(312) 292-3557	stanton.chavers@irs.gov
Principal Management Directive (MD)-715 Preparer	Sherry Davis	Senior Management Program Analyst	0343	GS-15	(240) 613-6380	Sherwann.m.davis@irs.gov

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Part D.1 – List of Subordinate Components Covered in this Report

Please identify the subordinate components within the agency (e.g., bureaus, regions, etc.).

If the agency does not have any subordinate components, please check the box.

Subordinate Component	City	State	Country (Optional)	Agency Code	FIPS Codes
Appeals	Washington	DC		TR 93	11001
Office of Chief Financial Officer (CFO)	Washington	DC		TR 93	11001
Criminal Investigation (CI)	Washington	DC		TR 93	11001

Subordinate Component	City	State	Country (Optional)	Agency Code	FIPS Codes
Communications and Liaison (C&L)	Washington	DC		TR 93	11001
Facilities Management & Security	Washington	DC		TR 93	11001
Human Capital Office (HCO)	Washington	DC		TR 93	11001
Information Technology (IT)	Washington	DC		TR 93	11001
Large Business and International (LB&I)	Washington	DC		TR 93	11001
National Headquarters (NHQ)	Washington	DC		TR 93	11001
Privacy, Governmental Liaison and Disclosure (PGLD)	Washington	DC		TR 93	11001
Small Business/Self-Employed (SB/SE)	Washington	DC		TR 93	11001
Taxpayer Advocate Service (TAS)	Washington	DC		TR 93	11001
Tax Exempt and Government Entities Division (TE/GE)	Washington	DC		TR 93	11001

Wage and Investment Division (W&I)	Washington	DC		TR 93	11001
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Part D.2 – Mandatory and Optional Documents for this Report

In the table below, the agency must submit these documents with its MD-715 report.

Did the agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart (IRS/EDI)	Yes	
EEO Policy Statement (Signed Jan 9, 24)	Yes	
Strategic Plan (FY22-FY26)	Yes	
Anti-Harassment Policy and Procedures	Yes	
Reasonable Accommodation Procedures	Yes	
Personal Assistance Services Procedures	Yes	
Alternative Dispute Resolution Procedures	Yes	See Informal Pre-Complaint Standard Operating Procedures (Appendix A)

In the table below, the agency may decide whether to submit these documents with its MD-715 report.

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	Yes	See attached FY22 Affirmative Action Plan (Appendix B).
Diversity and Inclusion Plan under Executive Order 13583	No	

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Diversity Policy Statement	Yes	
Human Capital Strategic Plan	Yes	Included is the Human Capital Operating Plan which is a companion to the IRS Strategic Plan FY22-26. The Operating Plan outlines human capital goals, strategies and measures aimed at strengthening the IRS's capacity to deliver on its mission.
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	No	

Part E – Executive Summary

The FY23 MD-715 Annual Report is comprised of Internal Revenue Service's (IRS) FY23 Equal Employment Opportunity Program activities, as specified by the Equal Employment Opportunity Commission (EEOC) Management Directive 715 (MD-715). This report highlights IRS's accomplishments in establishing and maintaining a model EEO program based on the six essential elements outlined by EEOC. The six essential elements are:

- Demonstrated Commitment from Agency Leadership
- Integration of EEO into the Agency's Strategic Plan
- Management and Program Accountability
- Proactive Prevention of Unlawful Discrimination
- Efficiency
- Responsiveness and Legal Compliance

The IRS has a long-standing commitment to provide an environment free of discrimination and harassment. IRS celebrates its diverse workforce and the community it serves and is committed to creating an inclusive environment for all employees. Equity, diversity, inclusion, and accessibility are critical to the agency's success.

Part E.1 - Executive Summary: Mission/Vision

Overview of the Internal Revenue Service

The Internal Revenue Service is responsible for administering tax laws to include tax return processing, taxpayer service, and enforcement. The IRS's mission is to deliver high quality taxpayer service and fair enforcement of the tax laws. IRS's long-term vision is to expand its effort to provide services in multiple languages and to help people from diverse and underserved communities meet their tax obligations; to integrate equity, diversity, inclusion and accessibility into its' policies, procedures and practices; and to ensure the IRS is an equitable and inclusive environment for all employees.

The IRS strategic plan aligns the four IRS Strategic goals to the IRS mission and identifies objectives and strategies to meet the goals:

Service - Provide quality and accessible services to enhance the taxpayer experience,

Enforcement - Enforce the tax law fairly and efficiently to increase voluntary compliance and narrow the tax gap,

People - Foster an inclusive, diverse and well-equipped workforce and strengthen relationships with our external partners and,

Transformation - Transform IRS operations to become more resilient, agile and responsive to improve the taxpayer experience and narrow the tax gap.

The IRS is divided into two primary organizations: the Deputy Commissioner for Services and Enforcement (DCSE) and the Deputy Commissioner for Operations Support (DCOS), both of whom report to the IRS Commissioner. The DCSE provides Executive Leadership for tax law administration and enforcement and oversees the four taxpayer-focused IRS operating divisions, including Wage & Investment, Large Business & International, Small Business/Self-Employed and Tax Exempt and Government Entities. DCSE also oversees the IRS Criminal Investigation Division, Enterprise Digitalization and Case Management Office, Office of Professional Responsibility, Online Services, the Return Preparer Office and IRS Whistleblower Office. The DCOS provides Executive Leadership for the major operational and administrative functions of the IRS in support of its business units that provide taxpayer service and enforcement. The functions under the DCOS include Information Technology; Chief Financial Office; Facilities Management and Security Services; Human Capital Office; Privacy, Government Liaison Disclosure; Office of the Chief Risk Office; Procurement; and Research Applied Analytics and Statistics.

Administering the tax law and collecting \$4.4 trillion in tax revenue in FY23, the IRS employs nearly 87,000 employees across all 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, and Guam and interacts with millions of taxpayers (more than nearly any other public or private organization).

Office of Equity, Diversity and Inclusion (EDI)

The Office of Equity, Diversity & Inclusion's (EDI) mission is to drive innovative outcomes and better business results by leveraging the diversity of our employees and cultivating an inclusive, equitable, and accessible workplace. EDI's vision is a diverse and inclusive Internal Revenue Service regarded as the best place to work in government with the best and brightest employees fully engaged in fairly administering the tax laws of the United States and providing top-quality service to all taxpayers.

IRS EDI organization is comprised of a headquarters office that is responsible for developing service-wide non-discrimination and diversity and inclusion strategies, policies and guidance to IRS leaders, managers, and employees. The Headquarters EDI organization provides enterprise-wide coordination and oversight of the Service's equal employment opportunity, diversity and inclusion, and external civil rights programs. The EDI organizational structure includes sub-component EDI offices that are led by EDI Directors that support five of the IRS Business Units (Criminal Investigation, Large Business & International, Tax Exempt & Government Entities, Taxpayer Advocate Services, and Wage & Investment).

The Chief Diversity Officer (CDO) who reports directly to the IRS Commissioner has enterprise-wide oversight responsibility for the agency's EEO and Diversity and Inclusion programs. The CDO and Deputy Chief Diversity Officer (DCDO) provides leadership, guidance and administration and advancement of the Agency's Equity, Diversity, Inclusion and Accessibility (EDIA) Program. The CDO serves as a principal advisor to the Commissioner and the IRS Senior Executive Team (SET) on equity, diversity, inclusion, and accessibility policies, procedures, and workplace matters. The CDO is a member of the IRS Senior Executive Team (SET) and serves as a member on several boards and councils including the:

- a. Executive Resources Board;
- b. Human Capital Board;

- c. Human Capital Advisory Council;
- d. Performance Review Board;
- e. RRA'98 Section 1203 Review Board;

The EDI Headquarters organizational structure consists of four divisions, and a Chief of Staff's office:

Chief of Staff provides EDI Headquarters centralized operations support services. The Office of Chief of Staff office is responsible for:

- a. Administrative Functions such as operational reviews, lapse and contingency planning; communications strategy, and business system planning support
- b. Internal employee programs such as training, performance and awards;
- c. Managing human capital services including hiring, staffing, and onboarding;
- d. Oversight of internal IRS programs, such as Internal Management Document Coordination; Risk and Audit Management
- e. Maintaining EDI's budget;

Civil Rights and Anti-Harassment (CRAH) Division is responsible for upholding and protecting the civil rights of all taxpayers and external customers, including individuals with disabilities and people with limited English proficiency; ensuring every effort is made to prevent harassment (including sexual harassment) and bullying in the workplace in general and in particular based on protected characteristics (i.e., race, color, sex (including pregnancy, sexual orientation, gender identity, and transgender status), national origin, religion, age (40 and over), disability (mental or physical), parental status, protected genetic information, and participation in protected equal employment opportunity (EEO) activity); preventing and/or mitigating harm to any employee subjected to harassment or bullying; supporting the administration of the formal EEO complaint process and serving as liaison between Treasury and IRS personnel.

Disability Services Division (DSD) is responsible for supporting the Agency's strategic goals and priorities in creating a fair, equitable, and accessible work environment for employees with disabilities and the taxpaying communities that IRS services through the development and implementation of disability compliance workplace policies and the processing of reasonable accommodation requests and providing sign language interpreting services.

Diversity and Inclusion Division (DID) – DID integrates EDIA initiatives into human capital systems and practices. It does this by building coalitions with strategic business partners and customers/stakeholders including Senior Leaders, employee organizations and resource groups, BODs, HCO, and Treasury. DID develops and facilitates EDIA training and delivers conflict prevention and resolution services. DID supports the Agency's commitment to creating a workplace that embraces and values the diversity of the workforce by providing the programs and services designed to increase awareness, promote employee engagement, and celebrate the diversity of the IRS workforce and our taxpaying communities.

EEO Operations Division is responsible for processing work related to compliance with Title VII of the Civil Rights Act. The Division has oversight of strategic priorities and day to day duties associated with processing informal EEO complaints, administering the Agency's Alternative

Dispute Resolution Program (ADR), as well as oversight of the Agency's Affirmative Employment Program (Management Directive 715).

Part E.2 - Executive Summary: Essential Element A - F

No longer required per Department of Treasury Guidance.

Part E.3 - Executive Summary: Workforce Analyses

Annually, the IRS completes a multi-year trend analysis of the overall workforce (permanent and temporary) employees. This year, the IRS conducted a five-year trend analysis from FY19 to FY23. The data source for this section is Treasury's Data Insight database in the form of a report builder query and Management Directive (MD)-715 Tables (found in the Appendix). The workforce data includes all IRS organizations except the IRS Chief Counsel office.

The IRS workforce increased making FY23 the largest workforce in five years. As of September 30, 2023, IRS's total workforce (permanent and temporary) consisted of 87,876 employees. When comparing the number of employees in FY19 to FY23, the data depicted a net gain of 15.7 percent resulting in a total gain of 11,910 employees over a five-year period.

The analyses and findings in the Workforce Analyses section focused on workforce trends in the following areas: IRS total workforce, race, ethnicity, gender, disability status, and major occupations. Data analyses was conducted utilizing the National Civilian Labor Force (NCLF), the Occupational Civilian Labor Force (OCLF), and Relevant Civilian Labor Force (RCLF) statistics, which mostly aligns with the types of positions in the IRS workforce. There's detailed information in an "at-a-glance" view for the mission critical occupations in the major occupations section of the Appendix.

The IRS is a racially diverse workforce. At the end of FY23, employees classified with racial and ethnic backgrounds other than White comprised 56.22 percent of the workforce.

The average General Schedule (GS) grade for IRS employees in FY23 was a GS-9.2. Black, Hispanic, AIAN, NHPI, and TMR employees, had an average GS grade (ranging GS-8.1 to GS-8.9) less than the IRS average grade. The average grade for males was GS-10.1, which was above the average grade for all IRS employees. However, the average grade for females was GS-8.7, which was less than the average grade for all IRS employees.

In the Senior Executive Service (SES), Black, Hispanic, Asian, NHPI, and TMR employees had low participation rates compared to their workforce participation rates. In addition, Black, Hispanic, AIAN, and TMR employees had low participation rates in GS-13 to GS-15 compared to their workforce participation rates. Males had low participation rates in grades GS-1 to GS-8, while females had low participation rates in grades GS-9 to SES.

The overall range for the age of IRS employees spanned from 17 to 100 years with an average age of 47.6 years; 71.2 percent of the workforce was 40 years and older. A steep decline in participation rates within the age groups is evident as employees moved closer to common retirement ages. Employees who identified as Black, Hispanic, NHPI, TMR, and female were younger than the IRS average age. At the end of FY23, the average years of Federal service was 13.1 years, and the average years of IRS service were 12.6 years. During FY23, there

were 15,729 hires, a 2.0% increase from FY22 which had 15,427 hires and there were 10,343 separations which is a 10.1% decrease from FY22 which had 11,505 separations. During FY23, most employees separated by resignation and retirement. Compared to FY22, resignations increased 0.36 percentage points.

The Agency continues to meet its overall benchmarks of 12% for PWDs and 2% for PWTs. Despite meeting its overall targets, these employees are not distributed equally across the grade structure as they are more likely to be lower-graded employees. In FY23, nearly 13.5% of GS 1-8 and 13.1% of GS 13-15 employees were PWDs as compared to 15.4% of GS 9-12 employees. Similarly, 3.5% of GS 1-8 employees were PWTs as compared to 3.3% of GS 9-12 employees and 2.6% of GS 13-15 employees. This pattern of low participation of PWTs as one looks up the grade structure has been evident (and similar in magnitude) over the past seven fiscal years.

Details of this analysis can be found in the Appendix of the report.

In FY22, Treasury migrated from Monster Analytics to USA Staffing for managing Treasury-wide and bureau-level Applicant Flow data. A review of the applicant flow data identified some concerns regarding the accuracy of the data and a decision was made based on the following observations to not include this data in this year's report. As reported last year, USA Staffing does not have accurate applicant flow data that can be reviewed and analyzed. Treasury's Office of Civil Right and Equal Employment Opportunity (OCRE) is working with Treasury's Enterprise Data Management (EDM) team to develop a process for more efficient and accurate data transfer between USA Staffing and Treasury systems. Treasury is hopeful that the process will be in place prior to the end of FY24.

OCRE is working with Treasury's EDM team to develop a process for more efficient and accurate data transfer between USA Staffing and Treasury systems. Treasury is hopeful that the process will be in place prior to the end of FY24.

Based on the challenges identified and given IRS's commitment to provide accurate and reliable data, IRS made the decision to exclude Applicant Flow data from the FY23 submission. IRS is hopeful that the efforts that are being made by Treasury will result in resolution of the data concerns that were identified because of the migration and the ability to provide accurate Applicant flow data for the FY24 report.

Part E.4 – Executive Summary: Accomplishments

Element A - Demonstrated commitment from agency leadership – This element requires agency heads to translate equal employment opportunity into everyday practice and make those principles a fundamental part of the agency's culture. The IRS has made tremendous progress in its priorities since the IRS Strategic Plan for FY22 – 26 was published in early FY22 to making the tax system fairer through the Inflation Reduction Act (IRA). Successful IRA implementation is crucial to closing the tax gap, restoring fairness to the tax system, and providing taxpayers with improved IRS services.

The IRS remains committed to being a model employer and building an inclusive culture for all, including transgender, gender non-conforming, and non-binary employees and taxpayers. As such, the IRS issued Policy Statement 25-4 on September 13, 2023 which requires Gender-Inclusive Language in all IRS official communications and written materials (hardcopy and digital; internal and external). These practices will be integrated when establishing new or revising existing policies, operating procedures, technical documents and other procedures.

The IRS continues to advance Equity, Diversity, Inclusion and Accessibility (EDIA) in the workplace by embedding EDIA throughout Agency Leadership and other stakeholders to ensure alignment with the IRS's overall business strategy, specifically the new IRS Strategic Operating Plan (SOP), and to help institutionalize human capital practices that support and accelerate EDIA goals. In FY23, the proposed EDIA Council structure was assessed and revised to ensure adequate infrastructure, organization, levels of engagement, and sustainability. An Agencywide EDIA Council launch package which includes messaging, talking points and specific actions to execute the first kick-off meeting was developed to reinforce the agency's commitment to EDIA. In support of the continued cultural transformation efforts at the IRS, during FY 23, EDI optimized EDIA focused communications to the IRS workforce including those at campus locations. EDI's enhanced approach to communications in FY23 has increased awareness of EDIA services, positioned EDI as a strategic partner in the Agency's cultural transformation, and fosters trust in EDI as the IRS's EDIA thought leader.

Element B - Integration of EEO into the agency's strategic mission – In support of the mission, this element requires the agency maintain a reporting structure that provides the agency's EEO Director with regular access to the agency head and other senior management officials for reporting on the effectiveness, efficiency and legal compliance of the agency's Title VII and Rehabilitation Act programs.

The CDO serves as principal EDIA advisor to the IRS Commissioner, Deputy Commissioners and members of the SET. In FY23, the CDO presented the State of the Agency briefing to the IRS Commissioner and Agency Senior Leadership to highlight IRS accomplishments, and to demonstrate the agency's commitment to identifying and continuing to eliminate EEO program deficiencies. The realignment further enhances the agency's ability to accomplish its mission, provides greater opportunities to strengthen collaboration across the Agency, and demonstrates the IRS commitment to being a model employer and Best Place to Work.

The Agencywide Equity, Diversity, Inclusion & Accessibility (EDIA) Strategy and Roadmap (S&R) was implemented in FY22 to create an organizational culture where all employees are included, connected, empowered, and supported as they thrive and advance in their careers. The EDIA S&R is predicated on a phased, three years (FY22-FY24), roll out of strategic priorities that are focused on celebrating diversity and establishing IRS-wide Equal Employment Opportunity and accessibility priorities; enhancing the experience for taxpayers, employees and applicants; and improving operational efficiencies. The EDIA S&R is structured to play an instrumental role in supporting plans to attract, recruit, hire and retain a diverse, highly qualified workforce. In addition, the EDIA S&R is underpinned by communications, change strategy and metrics and analytics.

The Agencywide EDIA Strategy and Roadmap is anchored on four priority areas critical to advancing EDIA across the IRS: People, Culture, Community and Leadership which emerged through an understanding of the current environment; input collected through multiple

organization-wide employee feedback opportunities; data aligned to the maturity model; and robust collaboration with the Office of EDI, the Senior Executive Team and strategic partners. Phase I (FY22) focused on strengthening the foundation of EDIA in the Agency across all the four priority areas of the EDIA S&R, while Phase II (FY23) focused on enhancing the core elements of each priority area.

Other Training Provided by EDI:

- In FY23, the Agency conducted over 745 EDIA engagements to over 38,294 employees and managers. Some of the topics included: Inclusive Leadership, Allyship, Servant Leadership, What's Your Pronoun.
- In FY23, the Agency provided 330 Proactive Resolution Services for managers in the workforce that included conflict resolution and team building sessions.
- Conducted 41 sessions as part of the Fundamental Managers Skills course, a six-hour lesson on EDI fundamentals such as diversity, EEO, reasonable accommodations, and anti-harassment. Also conducted diversity & inclusion training as part of the curriculum for the Career Development Candidate (CDP) program.
- EDI Lets Break to Educate January 2023 meeting featured an "Overview of Exempt Organizations and Government Entities (EO/GE) and Indian Tribal Governments (ITG)." Robert Malone, Director, Exempt Organizations and Government Entities (EO/GE) served as the lead presenter (162 attendees).
- Developed two Self-Help Online Tutorials (SHOTs) in January of FY23; "EDI – Preventing and Reporting Sexual Harassment" and "Sexual Harassment Defined" to increase the education and outreach efforts of EEO Operations program, products and services.
- In FY23, training was presented to over 200 managers that supervise Deaf and/or Hard of Hearing (DHoH) employees on a variety of discussion topics such as "DHoH Awareness," "Best Practices While Working with DHoH Employees," "Requesting SLI/CART Services Overview" (which includes information on virtual, face-to-face, and remote sign language interpreting; onsite CART; Telecommunication Relay Services and Conference Captioning, etc.).
- The IRS' newest training – "DHoH/SLI Culture," an interactive presentation that goes beyond explaining to our managers how to request services (as required by the ADA) emphasizes the benefits of having qualified interpreters for DHoH peers and was showcased to a total of 156 participants.
- IRS presented an in-person workshop entitled "Providing Reasonable Accommodation for Qualified Individuals with Disabilities" at the 2023 National Training Conference held at American University, School of Law in June 2023 (45 attendees). The theme for the conference was "Advancement Through Accessibility" and built upon Executive Order 14035: Diversity, Equity, Inclusion and Accessibility (DEIA) in the Federal Workforce. The overarching goal for the event was to build a bridge within the government using the "A" in DEIA by collaborating with agencies in order to support Deaf, DeafBlind, and Hard of Hearing employees throughout all levels of government.
- EDI DID coordinated IRS EO/ERG participation in the first Treasury Employee Resource Group Fair that highlighted all Treasury EO/ERGs to employees. This event was sponsored by the Treasury Office of Minority and Women Inclusion (411 Treasury wide attendees).
- EDI DID assisted in marketing the "New Wave: Next Generation IRS Leaders" panel

that was co-hosted by the ERGs Military Outreach for Service (MOS) and AIM-IRS. Deputy Chief Taxpayer Experience Officer Courtney Kay-Decker, Lifting Communities Up Initiative Director Kevin McIver and Deputy Associate Chief Information Officer for Cybersecurity Paul Selby offered guidance to the next generation of IRS leaders. The panel was moderated by Wage and Investment Return Integrity and Compliance Services Director and MOS Executive Sponsor Jim Clifford (886 attendees). An article was published on the IRS Source about this event by the Taxpayer Experience Office. This was the best attended IRS EO/ERG program that was held in FY 23.

Element C - Management and program accountability - This element requires the agency to evaluate managers and supervisors on efforts to ensure equality of opportunity for all employees and to maintain clearly defined, well-communicated, consistently applied and fairly implemented personnel policies, selection and promotion procedures, evaluation procedures, rules of conduct and training systems. Program accomplishments in this area include the following:

- The Large Business and International (LB&I), Small Business/Self Employed (SB/SE) and TE/GE DEEO ACs established a Community of Practice (COP) in October 2022 to share best practices and discuss common concerns. They held three meetings in FY 23. All attendees felt the COP format was a success for sharing best practices and discussing common concerns and plan to continue hosting COP meetings in the future.
- Telecommunication Relay Service (TRS) is working with iYellow to prepare for Video Remote Interpreting (VRI) through Microsoft Teams. Previously, this option was only available for Video Phone to Video Phone. This feature will increase consumers capabilities and maximize the use of the Microsoft Teams platform site for Deaf and Hard-of-Hearing (DHOH) consumers and their managers.
- The IRS is in the process of implementing a "ServiceNow" intake tool in order to optimize and modernize our capabilities to meet rising consumer needs. Additionally, this system allows for consumer to track pending assignment requests in real time status. Furthermore, the agency is planning to provide future training sessions intended for Managers of Deaf, and Hard of Hearing employees and training presentation of Understanding Sign Language Interpreters.

Element D - Proactive prevention of unlawful discrimination – This element requires agencies to look for new and innovative approaches to prevent and correct discriminatory conduct in the workplace. The IRS:

- Civil Rights Unit conducted onsite and virtual compliance visits at over 100 locations where taxpayers receive assistance from the Agency, as well as programs conducted by its recipients of federal financial assistance.
- Civil Rights Unit completed over 450 pre-award civil rights reviews of grant applications of LITC, TCE, and VITA locations to certify that grant applicants have met their obligation to fulfill civil rights and accessibility reporting requirements.
- In FY23, the Formal Support and Compliance Unit (FSC) conducted 218 formal EEO investigative file reviews. (Pro-actively identified and shared risks and best-practices with Relationship Managers and Business Based Divisions.) Additionally, FSC had 779 touches with assistance provided to Treasury in completing formal EEO

- investigations. Touches include issuing witnesses' notifications and obtaining documentary evidence associated with formal EEO investigations.
- In FY23, FSC facilitated 54 formal Alternative Dispute Resolution requests, and monitored the terms for the compliance of 32 settlement agreements .

Element E – Efficiency – The agency head is required to ensure there are effective systems in place for evaluating the impact and effectiveness of the agency’s EEO programs and an efficient fair dispute resolution process.

- EDI is committed to delivering timely and updated EEO information and the new EEO chatbot is just one way we fulfill this commitment. The EEO chatbot is a user-friendly virtual assistant, available 24/7 to help get fast answers to EEO questions. The chatbot is now available to all IRS Employees.
- EDI worked with a contractor in FY 23 to update coding to provide the EDIA dashboard to the subcomponent EDI offices and other stakeholders starting in Quarter 2 FY 24. The dashboard is a tool for comprehensive Analytics Reporting via the EDI Tableau Dashboard. The dashboard introduces efficiencies in reporting and enables leadership to plan effectively and make sound judgements.

Element F – Responsiveness and Legal Compliance - This element requires that the agency have a system of management controls in place to ensure agency personnel are held accountable for timely compliance with EEO and Departmental orders/directives, final agency actions and resolutions/settlement agreements.

On November 23, 2021 (FY22), The White House released the 2021 Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion and Accessibility in the Federal Workforce. The plan offers a roadmap for implementing the President’s Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, and lays out key steps that agencies can take to strengthen DEIA in their workforce policies, practices, and culture:

- In FY23, as required by EO 14035, EDI submitted the IRS DEIA Plan. This plan closely aligns with Treasury’s DEIA Plan—syncing the IRS DEIA plan to the Treasury DEIA plan is also a requirement of EO 14035.
- Coordinated and collaborated with DEIA stakeholders (i.e., HRO, EEO, D&I Officers, Employee Resource Groups, DEIA external organizations) to identify gaps in DEIA policies and programs to strengthen them.
- Established effective partnerships with universities, employee organizations, affinity groups, and professional organizations to optimize diversity outreach for IRS careers and to increase recruitment opportunities.
- Promoted partnerships with ERGs to develop recruitment strategies.
- Collaborated and partnered with ERGs to improve retention.
- Started the ongoing process of reviewing all policies, procedures, and practices to ensure fair and equitable systems for all employees.
- Ensured that applicants and employees have access to information about advancement and career development opportunities.
- EDI and HCO Collaborated on Integration of EDIA Principles.
- Developed an Agencywide EDIA Communications Plan.

- Developed an EDIA Council Charter.
- Created an EDIA Analytics Framework.

Part E.5 - Executive Summary: FY24 Planned Activities

The agency has made progress in our efforts to transform the IRS, and the pace of change continues to accelerate as we use the historic funding from the Inflation Reduction Act. In an effort to work efficiently as an agency and ensure continued process as we move forward, there will be some structural changes at the top of the IRS organization chart in FY 24 that will not affect day-to-day work of our employees.

Barrier Analysis

- Working with contract vendors to develop an automated a multi-year trigger worksheet to serve as a more efficient system to identify, track, and monitor the identification of workplace triggers and potential barriers. (FY24)

EEO Awards Program

- Establish an IRS Service-wide EEO Recognition Program to acknowledge managers and employees for superior accomplishment in fostering diversity and inclusion principles and cultivating equal employment opportunity. (FY23 – FY25)

EEO & Diversity Performance Element for Leaders/Supervisors

- In lieu of the moratorium on changes to Form 12450-A, HCO and EDI reissued a joint memorandum on performance evaluation measures at the beginning of the performance cycle and again at mid-year. This memorandum will be distributed enterprise wide in FY24.

Migration of Key EDI programs to New Data Collection Systems

- Implementation of Treasury's Reasonable Accommodations Tracker (RA Tracker), an application information system used to report department wide reasonable accommodations requests and provide aggregate data through generated reports annually to the Office of Personnel Management (OPM) and EEOC, was delayed. The original plan was to finalize all enhancements by April 2022 and implement in May; however, due to the unprecedented RA inventory, implementation has been delayed to Q2 of FY24 to allow for a feature to auto-populate fields through HR Connect. This feature would reduce intake from ten minutes to two to three minutes.

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**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, **Carrie Y. Holland - Chief Diversity Officer - ES-0340-0** am the
(Insert name above) (Insert official title/series/grade above)

Principal EEO
Director/Official for

Internal Revenue Service

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

Carrie Y. Holland

2/20/24

Carrie Y. Holland, Chief Diversity Officer
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

Date

Daniel I.

Digitally signed by Daniel

I. Werfel

Date: 2024.02.26

Werfel

14:14:16 -05'00'

Daniel I. Werfel, IRS Commissioner
Signature of Agency Head or Agency Head Designee

Date

MD-715 - PART G Agency Self-Assessment Checklist

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).

For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of "yes/no" questions, called "measures." To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes", "No", or "NA;" and the second column for the agency to provide "comments", if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FADs) in the EEO complaint process, so it may answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.





A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.

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 Compliance Indicator  Measures	A.1 – The agency issues an effective, up-to-date EEO policy statement.	Measure Met? (Yes/No/NA)	Comments
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency’s commitment to EEO for all employees and applicants? If “yes”, please provide the annual issuance date in the comments column. [see MD-715, II(A)]	NO	The current EEO Policy Statement was issued November 2021. Commissioner Werfel was installed April 4, 2023. An updated policy statement was signed on 1/9/24.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	YES	
 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments
A.2.a	Does the agency disseminate the following policies and procedures to all employees:		
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	YES	The Anti-Harassment Policy was issued Feb 2021. https://irsource.web.irs.gov/EDI/Documents/AH-Policy.pdf
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	YES	Reasonable Accommodation Procedures were issued June 2021. https://www.irs.gov/irm/part1/irm_01-020-002
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:		
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special	YES	The Office of Equity, Diversity and Inclusion (EDI) partners with Facilities

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	Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]		<p>Management and Security Services to ensure the “Where to Go for EDI Services,” flyer is prominently posted post across IRS locations. The flyer was updated and issued April 2022. An updated flyer will be issued FY24 Qtr 1.</p> <p>https://irssource.web.irs.gov/Linked%20Documents%20Library/EDI-Services.pdf#search=Where%20to%20Go%20for%20EDI%20Services.</p> <p>EDI at a Glance - https://www.irs.gov/newsroom/office-of-equity-diversity-inclusion-at-a-glance</p>
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	YES	https://www.jobs.irs.gov/resources/equal-opportunity
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	YES	<p>http://www.jobs.irs.gov/resources/equal-opportunity/people-disabilities/reasonable-accommodations</p> <p>http://irm.web.irs.gov/Part1/Chapter20/Section2/IRM1.20.2.aspx</p>
A.2.c	Does the agency inform its employees about the following topics:		
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often.	YES	<p>EEO Complaint information is maintained permanently on line for 24- hour access as needed.</p> <p>Employees may access EEO Complaint information via the Employee Resources Portal on IRS Source EDI's website, the iManage website, the Internal Revenue Manual (IRM), and the EEO chatbot found on the IRS's new employee support virtual agent.</p> <p>Throughout the year, new employees receive EEO and Disability-related training as part of the on-boarding process.</p>

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			<p>The Front-Line Readiness Program (FRLP) and Fundamental Management Skills (FMS) training are available to new managers as well as employees interested in leadership positions. In addition, all employees have online access to EEO and Disability-related training modules.</p> <p>The "Where do I go for EDI Services flyer," is prominently displayed in posts of duties across the Service and is also available online.</p>
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	YES	Throughout the year, EDI personnel shares information about the ADR process with managers and employees during Leadership Development Training sessions, Team Meetings, and Continuing Professional Education (CPE) sessions. Information regarding the ADR process can also be found via Self-Help Online Tutorial (SHOT) videos and the EEO Chatbot.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	YES	EDI Disability Services Division personnel shares information with managers and employees about the Reasonable Accommodation Program throughout the year during Leadership Development Training sessions, Team/Staff Meetings, Agency website articles, and during various Continuing Professional Education (CPE) sessions.
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	YES	The communication methods are the same as A.2.c.1. In addition, if the law changes or a new Commissioner is appointed, the IRS will notify employees and encourage participation.
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	YES	The IRS Guide to Penalty Determinations, Doc 11500 is available to all employees online. The Guide outlines inappropriate behaviors and the associated penalties, including penalties for repeated misconduct, or escalating inappropriate behavior. Employees have 24-hour access to the guide.

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 Compliance Indicator  Measures	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If “yes”, provide one or two examples in the comments section.	NO	See Part H
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	YES	

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION

This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.



 Compliance Indicator  Measures	B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes/No/NA)	Comments
B.1.a	Is the agency head the immediate supervisor of the person (“EEO Director”) who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	YES	

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B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	N/A	
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	YES	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	YES	The IRS Chief Diversity Officer advises senior management officials during Senior Executive (SET) and Human Capital Advisory Council (HCAC) Meetings.
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	NO	The IRS State of the Agency Briefing was presented to the IRS Commissioner on February 13, 2023. Several Business Based EDI Offices do not have an established process for presenting the "State of the Agency," briefing to their respective Commissioners. (See Part H)
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	YES	The IRS Chief Diversity Officer participates in Senior Executive (SET) and Human Capital Advisory Council (HCAC) Meetings.
 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	YES	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	YES	
B.2.c	Is the EEO Director responsible for	N/A	Treasury, Office of Civil Rights and EEO



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	overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]		(OCRE) is responsible for all aspects of the formal complaint process.
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	YES	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	YES	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	YES	



 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	YES	
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	YES	Yes, the IRS Strategic Plan (FY 2022 - FY 2026) references EEO/Diversity and Inclusion principles. GOAL 3, Objective 3.1: <u>Recruit, hire and retain a workforce that reflects the communities we serve to meet current and future needs</u> ensures the IRS recruits and hires from a variety of backgrounds and support the needs of our employees

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 Compliance Indicator  Measures	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	NO	See Part H
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	NO	See Part H
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	YES	See Part H
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	NO	See Part H
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	NO	See Part H
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	YES	
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	YES	
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal	NO	See Part H

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	Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]		
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	NO	See Part H
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	YES	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	YES	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	YES	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	YES	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	YES	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	YES	
 Compliance Indicator  Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments New Indicator
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:		
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	YES	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. §	YES	



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	1614.102(d)(3)]		
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	YES	
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	YES	
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	YES	

 Compliance Indicator	B.6 – The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments
 Measures			New Indicator
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	YES	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	YES	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	YES	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	YES	

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.



 Compliance Indicator	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments
 Measures			
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the	NO	See Part H

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	comments section.		
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	NO	See Part H
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	NO	See Part H
 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments New Indicator
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	YES	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	YES	
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	YES	
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	YES	
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity	YES	

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	alleging harassment? [see Enforcement Guidance, V.C.]		
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep’t of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep’t of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If “no”, please provide the percentage of timely-processed inquiries in the comments column.	YES	
C.2.a.6	Do the agency’s training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	YES	
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC’s regulations and guidance? [see 29 CFR 1614.203(d)(3)]	YES	
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	YES	
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	YES	
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	YES	
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	YES	
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column.	NO	As of July 05, 2023, 13% processed within 20 days. (See Part H)

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C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	YES	
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	YES	https://www.irs.gov/about-irs/equity-diversity-and-inclusion-at-irs
 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments New Indicator
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	YES	
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	YES	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	YES	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	YES	
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	YES	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR	YES	

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	§1614.102(a)(7)]		
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	YES	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	YES	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	YES	
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	YES	All Agency officials have timely complied with EEO agreements and orders.
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	YES	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	YES	
 Compliance Indicator  Measures	C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	YES	
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding	YES	The EDI Diversity and Inclusion Division conducts routine reviews of employee recognition awards, promotions, and leadership development programs.

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	full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]		
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	NO	Treasury and its bureaus have insufficient Applicant Flow data for FY2023. Treasury's Office of Civil Rights and Equal Employment Opportunity (OCRE) is confident that ongoing efforts will provide Treasury and its bureaus the opportunity to submit accurate Applicant Flow data in FY2024.
C.4.d	Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	YES	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	YES	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	YES	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	YES	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	YES	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	YES	
 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)	YES	
C.5.b	When appropriate, does the agency	YES	As of 7/22:

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	discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.		<p>Case #1 - IRS-21-0567-F - Disability & failure to Accommodate - Action: No disciplinary action taken.</p> <p>Case #2 - IRS-22-0045-F - Disability & failure to Accommodate -Action: No disciplinary action taken.</p> <p>Case #3 - IRS-14-0027-F -Action: Disciplinary action determination not yet completed.</p> <p>Case #4 - IRS-22-0392-F - Disability & failure to Accommodate -Action: Disciplinary action determination not yet completed.</p> <p>Case #5 - IRS-21-0237-F -Action: Disciplinary action determination not yet completed.</p> <p>Case #6 - IRS-22-0887-F -Disability & failure to Accommodate -Action: Disciplinary action determination not yet completed.</p> <p>Case #7 - CH-0752-22-0480-I-1 (MSPB Case) - Retaliation -Action: Disciplinary action determination not yet completed.</p> <p>Case #8 - Non-EEO cases referred by HCO for 1203 determination -Action: No disciplinary action taken.</p> <p>A review of the eight FY23 Findings of Discrimination shows five are in review process and Agency officials did not issue disciplinary action in three of the eight cases</p>
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	YES	In the eight FY23 Findings of Discrimination, all Management officials were informed of their discriminatory conduct.
 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis	YES	Updates on EEO trends and activities are provided via Ad-hoc reports, bi-annually through EDI's data report, and annually through the MD-715 reporting process.

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	updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.		
C.6.b	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	YES	

Essential Element D: PROACTIVE PREVENTION

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.





 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments
D.1	D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.		
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	NO	See Part H
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	YES	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	YES	
 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments New Indicator
D.2	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)		
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	YES	Data is used to review which EEO groups have lower than expected participation rates when compared to the RCLF and OCLF.
D.2.b	Does the agency regularly examine the	YES	

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	impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]		
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	YES	EDI reviews all formal Requests for Organizational Change (ROC) to review and assess overall impact.
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.	YES	The Formal Support Compliance office annually reviews resolution and settlement agreements to identify trends and opportunities for improvement. Data Sources: i-Complaints for EEO compliant-based cases; Workforce, USAStaffing for applicant flow data; Automated Labor & Employee Relations Tracking System (ALERTS) for RA cases; e-Trak for Anti-Harassment cases; Data Insight for Exit Surveys; and Employee Resource Groups (ERGs) serve as a source of information and Special Emphasis Program Managers (SEPMs) lend support to Employee Resource Groups
 Compliance Indicator  Measures	D.3 – The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments New Indicator
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	YES	
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	YES	
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	YES	
 Compliance Indicator  Measures	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	Measure Met? (Yes/No/NA)	Comments New Indicator

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D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	YES	https://www.irs.gov/about-irs/equity-diversity-and-inclusion-at-irs
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	YES	
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	YES	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	YES	

Essential Element E: EFFICIENCY

This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency’s EEO programs and an efficient and fair dispute resolution process.



 Compliance Indicator	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments
 Measures			
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	YES	
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	YES	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(l)?	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(l)? If so, please provide the average processing time in the comments.	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and	YES	

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	EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?		
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	YES	
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
 Compliance Indicator  Measures	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments Revised Indicator
E.2.a	Has the agency established a clear	YES	

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	separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]		
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	YES	General Legal Services
E.2.c	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	YES	
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	YES	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)	YES	
 Compliance Indicator  Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	YES	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	YES	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	YES	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	YES	
E.3.e	Does the agency prohibit the responsible management official named in the	YES	ADR policy revised March 2020 to include language prohibiting the responsible

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	dispute from having settlement authority? [see MD-110, Ch. 3(I)]		management official (RMO) from having settlement authority.
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	YES	
 Compliance Indicator  Measures	E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:	YES	
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	YES	
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	YES	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	YES	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	YES	
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	YES	
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	YES	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	YES	
 Compliance Indicator  Measures	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.	YES	EEO Program Officials routinely pull data reports to monitor trends and ensure the Agency is meeting its EEO obligations.

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			recommendations.
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	YES	
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	YES	

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments
F.1	The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.		
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	YES	The Formal Support Compliance office tracks all Orders and timely submits interim reports to Treasury showing Agency compliance.
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	YES	The Formal Support Compliance office annually monitors and tracks all Resolution and Settlement agreements for Agency compliance.
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	YES	The Formal Support Compliance office has procedures in place and has established point of contacts with Beckley Finance office.
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	YES	See F.1.c response
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	YES	

 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments
F.2	The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.		Indicator moved from E-III Revised
F.2.a	Does the agency timely respond and	YES	The Formal Support Compliance office



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	fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]		tracks all Orders and timely submits interim reports to Treasury showing Agency compliance.
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	YES	See F.2.a response
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC’s Office of Federal Operations? [see 29 CFR §1614.403(e)]	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	N/A	Treasury, Office of Civil Rights and EEO (OCRE) is responsible for all aspects of the formal complaint process.

 Compliance Indicator	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments
 Measures			
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	YES	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	YES	

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MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
A.3.a	The agency does not currently have a separate recognition program in place that recognizes managers and employees' superior equal employment opportunity related accomplishments.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/30/2020	To determine the feasibility of a process to provide recognition to managers and employees who have made outstanding contributions toward fostering diversity and inclusion and cultivating equal employment opportunity.	05/30/2021	09/30/2022	07/08/2022
10/01/2022	To develop and implement a service-wide recognition program.	10/01/2024		

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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Diversity Officer, Office of Equity, Diversity and Inclusion (EDI)	Carrie Y. Holland	YES
Chief Human Capital Officer	Traci M. DiMartini	YES
Associate Director, Equal Employment Opportunity	Crystal G. Magruder	YES

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/30/2021	1) Collaborate with the Human Capital Office to determine the feasibility of a recognition program.	YES	09/30/2022	01/13/2022
05/30/2021	2) Examine employee recognition best practices from other federal agencies and incorporate findings to develop a proposal for recognition.	YES	02/28/2022	02/28/2022
03/30/2021	3) Determine if National Treasury Employees Union negotiation is needed prior to the implementation of the recognition process.	YES	03/30/2022	05/17/2022
06/30/2021	4) Report feasibility study results to HCO and EDI Leadership with recommendation to adopt.	YES	06/01/2022	05/20/2022
07/30/2021	5) Present proposal to Senior officials for buy-in and approval.	YES	08/30/2022	07/08/2022
07/31/2023	6) Planning Phase - Design and develop IRS EEO Recognition Program	YES	03/29/2024	

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07/31/2023	7) Planning Phase - Obtain funding and resources for program.	YES	05/31/2024	
10/01/2023	8) Implementation - Relinquish to Program Manager to stand-up and execute, and provide continued support to program.	YES	07/05/2024	
10/01/2024	9) Implementation – Fully implement EEO Awards Program service-wide	YES	10/01/2024	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	There were a number of factors that impacted the design and development of the IRS EDIA Recognition program. The delay was due to staffing shortages, the agency's evaluation of its present service-wide award programs, and the appointment and onboarding of the IRS Commissioner. EDI has since obtained approval to recruit and hire additional staff. Target implementation date is FY25.
2022	EDI and HCO collaborated to determine the feasibility of an IRS EEO Awards Recognition Program. Examined employee's recognition best practices from other federal agencies and private organizations. Developed a benchmark matrix to capture the components of each program. Developed an outline of findings, a framework, and scope for a proposed IRS Service-wide program and presented findings, key factors, and recommendations for implementation to EDI Leadership. Further modifications will be made to the proposed program and will require buy-in and approval from Agency Leadership. Target implementation date is FY24/25.
2021	After careful review, this measure has been restructured to focus on the feasibility and the parameters of an IRS EEO recognition program. In FY22, the IRS will benchmark other agencies as well as internal pre-existing programs and expand upon them to establish proposed criteria for Service-wide recognition.

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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
<p>B.1.c – During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the Agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process?</p>	<p>Although the IRS Chief Diversity Officer delivers an MD 715 State of the Agency Briefing annually to the Commissioner and Deputy Commissioners; several of the EDI Business Based Offices (sub-component offices) do not have an established process for presenting the "State of the Agency," briefing to their respective Commissioners.</p>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
03/29/2023	All senior management officials receive annual "State of the Agency," briefings on the components of a model EEO program as well as the progress of the barrier analysis process.	03/29/2024		

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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief, Diversity Officer	Carrie Y. Holland	YES
Acting Associate Director, Equal Employment Opportunity Division	Cameo Reeves	YES
National Taxpayer Advocate	Erin Collins	YES
Commissioner, Wage & Investment Division	Kenneth Corbin	YES
Commissioner, Tax Exempt and Government Entities Division	Edward Killen	YES
Commissioner, Large Business and International Division	Holly Paz	YES

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/29/2024	Business Based EDI Directors and staffs to conduct annual "State of the Agency," briefings to respective senior management officials.	Yes		

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Report of Accomplishments

Fiscal Year	Accomplishments
2023	As part of their responses to the evaluation results, the Business Based Offices provided strategies for generating and implementing the State of the Agency briefings in their respective Business Based Divisions in FY24.

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MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
<p>B.4 – The agency has sufficient budget and staffing to support the success of its EEO program. (EDI HQ)</p> <p>B.4.a.1 – to conduct a self-assessment of the agency for possible program deficiencies.</p> <p>B.4.a.2 – to enable the agency to conduct a thorough barrier analysis of its workforce.</p> <p>B.4.a.3 – to timely thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? (Closed)</p> <p>B.4.a.4 – to provide all supervisors and employees with training on the EEO program, including but not limited to</p>	<p>IRS’ Office of Equity, Diversity, and Inclusion’s (EDI) mission is to drive innovative outcomes and better business results by leveraging the diversity of our employees and cultivating an inclusive and fair workplace.</p> <p>To accomplish its mission, the Office of Equity, Diversity & Inclusion serves as the principal advisor to the Commissioner, Deputy Commissioners and other senior leadership of the Internal Revenue Service on matters relating to equal employment opportunity, taxpayer non-discrimination, and diversity and inclusion. The Headquarters office is led by the Chief Diversity Officer (CDO) who reports to the IRS Commissioner. The Headquarters EDI Division consists of five divisions led by senior managers who provide oversight of the following EDI programs:</p> <ul style="list-style-type: none"> • Civil Rights and Anti-harassment (CRAH) • Diversity and Inclusion (DID) • Disability Services Division (DSD) • Equal Employment Opportunity (EEO) • Chief of Staff (COS) <p>Over the last two years, the headquarters Office of Equity, Diversity, and Inclusion (EDI) has experienced an increase in program caseload while facing increasing attrition, directly impacting the ability for EDI to successfully implement the full scope of EDIA program responsibilities. EDI will require additional staffing above levels to continue to meet the demands of a growing IRS and customer base.</p> <p>Following are examples of some program responsibilities that have been directly impacted:</p> <ul style="list-style-type: none"> - Conducting complete barrier analyses - Special Emphasis Programs

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<p>retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR?</p> <p>B.4.a.5 – to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable?</p> <p>B.4.a.8 – to effectively administer its special</p>	
<p style="text-align: center;">Type of Program Deficiency</p>	<p style="text-align: center;">Brief Description of Program Deficiency</p>
<p>emphasis programs (such as, Federal Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager?</p> <p>B.4.a.9 – to effectively manage its anti-harassment program?</p> <p>B.4.a.10 – to effectively manage its reasonable accommodation program? (Closed)</p>	<ul style="list-style-type: none"> - Processing informal EEO complaints - External civil rights program - Compliance reviews - Affirmative Employment Program <p>The staffing shortages have resulted in lengthy processing of reasonable accommodation requests, inability to conduct and complete barrier analysis, and challenges in managing increased workloads.</p> <p><u>Chief of Staff (COS)</u> – COS is responsible for administrative functions of the Office of EDI, such as operational reviews, lapse and contingency planning, communications strategy, and business system planning support. The division is also responsible for internal employee programs such as training, performance and awards; EDI’s budget; managing human capital services including hiring, staffing, and onboarding. COS currently has three vacancies which directly impact hiring, training, and business system planning programs. Increases in overall agency staffing levels requires additional COS personnel to meet IRS demands.</p>

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	<p><u>Disability Services Division (DSD)</u> has had 5 Reasonable Accommodation Coordinators (RAC) vacancies have contributed to the untimely processing of RA cases. Open case age has gone from 45 days in January to 114 days in October. In addition, DSD is carrying 2 Sign Language Interpreter (SLI), 3 Authorized Government Representative (AGR), and 1 EEO Assistant vacancies. This staff shortage has increased the Agency’s reliance on contractors. The RAC shortage has resulted in delayed case processing at every stage of the process: intake, case assignment, contacting customer for initial interview, interactive discussion, management decision on RA, and RA fulfillment. The processing delays resulted in the current NTEU national grievance. It is also likely that processing delays have resulted in EEO complaint filings but the EEO division would have those numbers. The SLI shortage has resulted in approximately 5 unfilled jobs each month in FY22 even after the Agency reached into contractors and other known IRS SLI that exist outside of EDI SLI cadre. The SLI staff shortage decreases the Agency’s agility to respond to last minute requests for service from Deaf employees. The Agency’s inability to provide SLI services does not comply with the Executive Order on DEIA, the Rehabilitation Act, and ADAAA and puts the agency at risk for OIG or Treasury audits, EEO complaints, and NTEU grievances.</p>
Type of Program Deficiency	Brief Description of Program Deficiency
	<p><u>EEO Operations Division (EEO)</u> mission critical occupations are EEO Specialists who serve as EEO Counselors. The Division’s approved authorized staffing for EEO Counselors is 20 where counselors on rolls have steadily decreased over the last two and one half years while workload has increased. Within the next 3-5 years, more than 50% of the counselors will be eligible to retire resulting in a significant risk to the timely processing of the agency’s informal EEO complaints.</p> <p><u>Diversity & Inclusion Division (DID)</u> has two of the three Special Emphasis Program Manager positions vacant. This has impacted completing the full scope of SEPM’s duties for all required programs. In addition, it has impacted ability to conduct barrier analysis’ of the workforce. Other staff members and management have stepped in to assist as necessary, however, that hinders their other work assignments. In addition, there are two vacancies in the Analytics section which also impacts barrier analysis projects since the employees assist with data gathering and identification of triggers.</p> <p><u>Civil Rights & Anti-Harassment Division (CRAH)</u> – CRAH has several critical vacancies that need to be filled including: three Program Leads, one Senior EO Civil Rights Specialist, staff assistant, Front-line manager position and several Anti-harassment specialists positions. The significant staffing shortages directly impacts the Service’s ability to successfully and timely implement several critical aspects of the Civil</p>

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	<p>Rights, Anti-Harassment and Formal Complaint programs.</p> <p>Several IRS Business Based EDI Offices experienced increased attrition and are unable to conduct in-house program evaluations. Over the last 4 years these critical vacancies have directly impacted key programs and services.</p>
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Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/27/2022	To obtain exception hiring approval to fill critical vacancies to restore total EDI staffing levels based on the approved authorized staffing patterns.	04/15/2023		01/16/2023
09/27/2022	To assess the feasibility of utilizing collateral duty and contractors to support increases in workload.	03/15/2023	12/29/2024	
09/27/2022	To obtain exception hiring approval to recruit and hire additional staffing to increase the total number of authorized staffing within EDI headquarters.	07/30/2023		06/14/2023

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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief, Diversity Officer	Carrie Y. Holland	YES
Chief of Staff (COS)	Paula A. Mason	YES
Acting Associate Director, Equal Employment Opportunity Operations Division (EEO)	Cameo Reeves	YES
National Taxpayer Advocate	Erin Collins	YES
Commissioner, Wage & Investment Division	Kenneth Corbin	YES
Commissioner, Tax Exempt and Government Entities Division	Edward Killen	YES
Commissioner, Large Business and International Division	Holly Paz	YES

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/31/2022	Associate Directors identify critical vacancies and submit listing to Chief of Staff requesting exception hiring approval.	No		10/13/2022
12/01/2022	<u>Reasonable Accommodation Coordinator vacancies</u> - Announce and temporary fill RAC vacancies through 120 details.	Yes		11/05/2022

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/01/2022	<u>Reasonable Accommodation Coordinator vacancies</u> - Implement pilot to bring on 10 collateral duty RACs.	Yes		11/07/2022
01/31/2023	<u>EEO Counselor vacancies</u> - Partner with Chief of Staff to recruit and <u>permanently hire</u> three EEO Counselors.	Yes		05/07/2023
01/31/2023	<u>EEO Territory Manager vacancy</u> – Partner with Chief of Staff to recruit and <u>permanently hire</u> a Territory Manager.	Yes		02/06/2023
01/15/2023	<u>EEO Staff Assistant vacancy</u> – Announce a <u>detail opportunity to temporary fill</u> one EEO Staff Assistant vacancy.	Yes		10/07/2022
09/30/2023	<u>EEO Staff Assistant vacancy</u> – Partner with Chief of Staff to recruit and <u>permanently hire</u> a EEO Staff Assistant.	Yes		07/30/2023
01/15/2023	<u>Equal Opportunity Assistant vacancies</u> – Announce a <u>detail opportunity to temporary fill</u> two Equal Opportunity Assistants vacancies.	Yes		12/06/2022
01/31/2023	<u>Equal Opportunity Assistant vacancies</u> - Partner with Chief of Staff to recruit and <u>permanently hire</u> two Equal Opportunity Assistants.	Yes		11/06/2023
09/30/2023	<u>EEO Division</u> - Creation of one Management and Program Analyst (MPA – GS-13/14) position to support ADR, MD 715 (affirmative employment), and data analytics and reporting	No	04/01/2024	
03/31/2023	<u>SEPM vacancies</u> - Partner with Chief of Staff to recruit and permanently hire at least one SEPM.	Yes		03/31/2023

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/31/2023	<u>Data Analytics vacancies</u> - Partner with Chief of Staff to recruit and permanently hire at least one Management & Program Analyst.	No	12/29/2023	
03/31/2023	<u>DI Educator vacancies</u> – Partner with Chief of Staff to recruit and permanently hire at least one Sr. D&I Specialist.	Yes		07/31/2023
12/15/2022	<u>Civil Rights & Anti-Harassment vacancies</u> – Announce detail opportunities to temporarily fill two Staff Assistant vacancies through 120-day details	No		11/20/2022
12/15/2022	<u>Civil Rights & Anti-Harassment vacancies</u> – Partner with Chief of Staff to recruit and permanently hire two (2) Staff Assistants	No		01/01/2023 and 08/28/2023
12/15/2022	<u>Civil Rights & Anti-Harassment vacancy</u> – Announce detail opportunity to temporarily fill one IR-260-01 manager for Formal Support & Compliance Office through a 120-day detail	No		11/20/2022
12/15/2022	<u>Civil Rights & Anti-Harassment vacancy</u> – Partner with Chief of Staff to recruit and permanently hire one IR-260-01 manager for Formal Support & Compliance Office	Yes		09/10/2023
12/15/2022	<u>Civil Rights & Anti-Harassment vacancies</u> – Announce detail opportunities to temporarily fill three (3) GS-360-14 EO Civil Rights Program Leads through 120-day details	No		07/30/2023
12/15/2022	<u>Civil Rights & Anti-Harassment vacancies</u> – Partner with Chief of Staff to recruit and permanently hire three (3) GS-360-14 EO Civil Rights Program Leads	No		07/30/2023

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/15/2022	<u>Civil Rights & Anti-Harassment vacancy</u> – Announce one GS-360-13 EO Sr Spec through a 120-day detail	No		09/29/2023
12/15/2022	<u>Civil Rights & Anti-Harassment vacancy</u> – Partner with Chief of Staff to recruit and permanently hire one GS-360-13 EO Sr Spec	No		09/29/2023
12/15/2022	<u>Civil Rights & Anti-Harassment vacancies –</u> Partner with Chief of Staff to recruit and permanently select approximately 10 employees to serve on Anti-Harassment Service-wide collateral duty inquiry cadre	No		08/31/2023
12/15/2022	<u>Civil Rights & Anti-Harassment vacancies –</u> Partner with Chief of Staff to recruit and permanently select approximately 10 senior employees (GS-14 and above) to serve on Anti-Harassment collateral duty sensitive-case inquiry cadre	No		08/31/2023
12/15/2022	<u>Civil Rights & Anti-Harassment vacancy</u> – partner with Chief of Staff to permanently select one (1) GS-12 AH Specialist	No		01/31/2023
01/01/2023	<u>Civil Rights & Anti-Harassment vacancy</u> – Announce one (1) GS-260-12 AH Specialist 120-day detail opportunity (to backfill retiring employee, eff 12/31/22)	No		Canceled in lieu of permanent selection
01/01/2023	<u>Civil Rights & Anti-Harassment vacancy</u> – Partner with Chief of Staff to permanently select one (1) GS-12 AH Specialist (to backfill retiring employee, eff 12/31/22)	No		01/31/2023

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/30/2023	<u>Chief of Staff Management and Program Analyst vacancy</u> – Permanently select two GS-0343-12 analysts to support EDI wide operation support programs.	No	01/14/2024	1 hired out of 2 on 08/13/2023
03/30/2023	<u>Chief of Staff Project Manager vacancy</u> – Permanently select one GS-301-14 project manager to serve as the Business Systems Planner for EDI	No		01/15/2023
8/30/2024	<u>Chief of Staff Transformation</u> – Review alternative divisional organization designs, determine best organizational structure and staffing level to support core EEO and DEIA programs. Submit a ROC and receive approval for the transfer and transition of employees as applicable and for additional hiring to new staffing levels.	No		
04/01/2024	<u>EDI Business Based Offices</u> – Assess the need for the number of resources required to achieve and support business needs. Recruit and fill critical vacancies to restore respective staffing levels to ensure full productivity.	No		
09/30/2024	<u>EDI HQ</u> - Submit request and proposal for 90 additional FTEs as a part of a rebuilding infrastructure for EDI HQ initiative.	No		

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2023	While the EDI offices has made significant strides in expanding its workforce to ensure it has the necessary manpower and resources in place, EDI is also making operational adjustments to accommodate increased workload demands, to increase employee engagement, and to foster higher levels of creativity and innovation. In FY24, EDI offices will continue to monitor staffing levels and develop a staffing strategy to ensure it has a long-term plan to meet both current and future IRS goals.

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MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.1.a Does the agency regularly assess its component and field offices for possible EEO program deficiencies?	Several Business Based EDI Offices do not have an established process in place to conduct regular field visits of their respective sub-component offices.
C.1.b Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace?	
C.1.c Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit?	

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Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
07/15/2022	All Business Based Divisions (BBDs) will have a process in place to conduct recurring field visits to assess and monitor efforts to adhere to Equal Employment Opportunity (EEO) employment policies and practices.	12/30/2022	04/01/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief, Diversity Officer	Carrie Y. Holland	YES
Acting Associate Director, Equal Employment Opportunity Division	Cameo Reeves	YES
National Taxpayer Advocate	Erin Collins	YES
Commissioner, Wage & Investment Division	Kenneth Corbin	YES
Commissioner, Tax Exempt and Government Entities Division	Edward Killen	YES
Commissioner, Large Business and International Division	Holly Paz	YES

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Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/30/2022	The business units listed above will establish a multi-year process to schedule and conduct field visits of their respective sub-component offices. The field visit schedule will be submitted during the first quarter of the fiscal year to National Headquarters EDI.	Yes	12/30/2023	
04/30/2023	The business units listed above will provide a summary of results and outcomes to National Headquarters EDI by the end of the fiscal year.	Yes	04/30/2024	

Report of Accomplishments

Fiscal Year	Accomplishments
FY23	Several Business Based EDI Offices established a process for conducting regular field visits of their respective sub-component offices. However, significant staffing shortages directly impacted EDI HQs ability to develop and implement a timeframe and process for conducting bi-annual program evaluations of the IRS's EDI Business Based Offices. Adding additional MPA positions in FY24, allows the Service to resume its evaluation of its EDI Business Based Offices to ensure established processes meet MD-715 requirements.
FY22	<p>The Chief Diversity Officer met with the impacted Business Unit Heads to share findings and recommendations of the FY21 Program Evaluations. As needed, EDI HQ engaged in additional discussion regarding the detailed program evaluation results.</p> <p>Results identified that the majority of the BBDs conduct their reviews on an ad- hoc bases. EDI Program Review recommendation is for all of the BBDs to conduct recurring reviews/evaluations of all field offices. The component and field offices had until December 2022 to develop a plan and establish a process.</p>

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FY21	IRS successfully completed interviews for the five EDI Business Based Offices in response to the recommendations provided by the OCRD and to ensure the agency is in full compliance with the Equal Employment Opportunity Commission (EEOC) Management Directive 715 guidance. The Program Evaluation Team utilized MD 715 essential elements to examine key areas of the business-based EDI products and services.
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MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a
Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.b.5	The IRS has not met the goal of processing 90% of accommodation requests within the established agency timeframes as documented in IRM 1.20.2.5.4.1, Requests Not Involving Extenuating Circumstances, currently 20 business days; and IRM 1.20.2.5.4.2, Requests Involving Extenuating Circumstances in rare instances, e.g. no more than 10% of cases.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/01/2014	The Agency will take steps to re-examine the current Reasonable Accommodation procedures and establish appropriate metrics to ensure accurate timeframes are in place in an effort to improve the agency's timely processing of reasonable accommodation cases.	09/30/2019	12/31/2021	12/31/2021 Lean Six Sigma (LSS process Improvements completed and implemented)

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Responsible Official(s)

Title	Name	Performance Standards Address the Plan?(Yes or No)
Associate Director, Disability Services Division	Elizabeth Flores-Velasquez	Yes
Reasonable Accommodation Services Technical Advisor	Kevin Deane	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/01/2015	The Agency will fully assess the FY 14 reasonable accommodation closed case inventory by type to define reasonable accommodation timeliness measures to support the development of measures.	Yes		05/30/2015

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2015	The Agency will fully study the FY 14 closed RA inventory to identify cases meeting the current extenuating circumstances definition to specifically understand where barriers are to delivery.	Yes		07/30/2015

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<p>07/30/2015</p>	<p>The Agency will expand the assessment of cases cycle- time to include FY 2012 – FY 2015 cases: a) identify where barriers to service delivery may exist; b) evaluate the use of extenuating circumstances; and c) accurately define RA case processing timeframes. FY 2016 will serve as a baseline year for testing the proposed measures, with continuous improvements being implemented in future years.</p>	<p>Yes</p>		<p>06/30/2017</p>
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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/10/2018	The Agency will re-examine current reasonable accommodation procedures through a mapping and modeling process.	Yes		12/07/2018
02/15/2018	EDI will collaborate with HCO ALERTS Administration Staff to initiate the identification and adding of new coding in the ALERTS system that will help address when during the various phases of the R/A process cases should be entered into suspense and any other identified inefficiencies.	Yes	04/15/2019	06/30/2019

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
04/30/2018	The agency will implement the approved cycle-time and procedures recommended following: a) approval of recommended cycle-time changes internally and through Treasury and EEOC, b) training of personnel on the new procedures and cycle-time; c) notice to Labor Relations Strategy & Negotiations (LRSN) of the changes for notification to NTEU; d) revision of IRM 1.20.2 and The National Agreement as necessary.	Yes	10/01/2021	06/11/2021

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date(mm/dd/yyyy)
11/15/2019	Develop and implement a communication strategy to notify both managers, employees, and strategic partners (FMSS, IT, and IRAP) of the change in cycle timeframes.	Yes	10/01/2021	06/11/2021
12/31/2021	The agency will conduct an assessment of the reasonable accommodation process to identify opportunities to expedite decision making and fulfillment of RA needs, and implement any approved recommendation for enhancing the process.	Yes	03/31/2024	

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Report of Accomplishments

Fiscal Year	Accomplishments
2023	<p>Over the last two years, IRS' Office of Equity, Diversity, and Inclusion (EDI) has experienced an increase in program caseload while facing increasing attrition, directly impacting the ability for the Service to successfully implement the full scope of EDIA program responsibilities. Specifically, the Reasonable Accommodation Coordinators (RAC) staff shortage has contributed to the untimely processing of RA cases.</p> <p>IRS hired 10 RACs in response to a deluge of RA requests made in connection with the pandemic environment. Additional staffing is expected to contribute to significant reductions in RA case inventories and ultimately to reduced processing times. Since June 12, 2023, the number of RA cases in inventory has decreased by nearly 10% from 3,086 to 2,782 as of August 18, 2023. IRS will assess to what extent additional staffing is needed to address its workload as well as an expected increase in demand for services due to the IRS's plans to hire a significant number of employees in the coming months and years.</p> <p>IRS is also adjusting processes to increase efficiency and reduce the amount of time needed to fully address accommodation needs and afford effective accommodations for employees/applicants with disabilities. Further, IRS is targeting its education and outreach efforts to its managers, to include an emphasis on the need to promptly make decisions and furnish either interim or more long-term accommodations, as well as the importance of managers to exhibit grace, empathy and flexibility when responding to accommodation requests. IRS' EDI and HCO are collaborating to deliver an all-manager CPE targeted for the 1st quarter of Fiscal Year 2024.</p>

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2022	<p>On June 11, 2021, the Service published updated reasonable accommodation procedures which in part, changed the processing timeframe from 15 to 20 workdays. This change brought the IRS's timeframe in line with that of the Department of the Treasury and is less likely to create unrealistic expectations in light of the complex nature of many reasonable accommodation requests.</p> <p>In 2021, the IRS concluded a Lean Six Sigma (LSS) assessment of its reasonable accommodation process that began in February of 2020. Following data gathering, including eliciting input from all Business Units, the LSS team identified several process modifications which were socialized with all Business Units and implemented. The process modifications pertained to expediting accommodation request assessment and approval/denial, as well as fulfillment of accommodation needs involving adaptive technology or furniture and workspace modifications. Preliminary data suggests the modifications are yielding beneficial results as the average processing time in Fiscal Year 2020 was 89 workdays, 58 workdays in FY21 and 45 workdays FY22, Year to Date.</p> <p>It is, however, also important to note that the reasonable accommodation process is neither a static nor closed system. While previously the Service could be expected to address less than 1,000 requests for accommodation annually, beginning in the autumn of 2021 following the issuance of Executive Order 14043, the IRS received more than 6,700 requests for accommodation based either on medical needs or reported religious beliefs. The IRS has also made a variety of policy and program changes that have prompted a substantial number of accommodation requests, including, completing a phased return to the office for all employees. The unprecedented RA inventory levels, coupled with addressing novel issues such as those pertaining to balancing individual medical concerns with the risk of the spread of disease and balancing respect for religious beliefs with the need to carry out the Service's mission have strained resources. While the data suggest the IRS has made progress towards the goal, the Service remains committed to further exploring opportunities to expedite RA request processing. Some of those opportunities include, exploring adding staff or contract support personnel to facilitate the interactive dialogue between employees or applicants for employment with disabilities and IRS management, as well as navigating the various support functions involved with assessing and fulfilling many accommodation needs.</p>
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2021	<p>The IRS continued a Lean Six Sigma evaluation of its RA processes. The LSS team identified and implemented quick hits with all Business Units. Preliminary data during the first quarter suggests that the quick-hits are yielding beneficial results, including a 47% decrease in cycle time.</p> <p>On June 11, 2021, the Service published updated reasonable accommodation procedures. Editorial changes were made for clarity and accuracy, including updating titles, website addresses, and legal and other references. The updates clarified:</p> <ul style="list-style-type: none">• If an accommodation can be provided in less than the maximum amount of time permitted, then it must be provided as soon as possible. Failure to do so might result in a finding that the agency violated applicable law.• The agency will not be expected to adhere to its usual timelines if an individual's health professional fails to provide needed documentation in a timely manner; moreover, the status of a pending request may be ascertained by contacting the servicing Reasonable Accommodation Coordinator.• Changed the processing timeframe from 15 to 20 workdays and clarified that the processing timeframe is not tolled while a determination is made as to whether medical documentation is needed.• Eliminated a provision authorizing a Deciding Official up to five days to provide written notice of a denial decision.
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<p align="center">2020</p>	<p>The IRS updated its reasonable accommodation procedures, making editorial changes such as adding program control information, fixing/eliminating broken hyperlinks, changing office names and contact information, etc. These changes did not alter the timeframe for processing accommodation requests. The IRS's contract with the union representing Bargaining Unit employees prescribes a 15-day period for implementing reasonable accommodations. The IRS also generally has an obligation to bargain with the union concerning implementation of changes to processes that affect Bargaining Unit employees. The Service must remain cognizant of its Labor obligations when modifying the timeframe(s) or making other changes to reasonable accommodation processes.</p> <p>The IRS is undertaking a review and analysis of its reasonable accommodation decision-making and fulfillment processes to identify opportunities for enhancing efficiency and effectiveness. In February 2020, the IRS began a Lean Six Sigma evaluation of its RA processes. In July 2020, the LSS team concluded the data gathering phase of the study. In order to better position the LSS team to analyze the data and formulate recommended changes to processes best calculated to increase efficiency in the fulfillment of reasonable accommodation needs, the IRS moved to include senior subject matter experts from the Facilities Management & Security Services as well as Information Technology functions in the LSS effort. The LSS team expects to present its findings and recommendations for changes to processes in early Fiscal Year 2021. Those recommendations will need to be vetted with partner support functions and might necessitate either contract or impact bargaining with the union before implementation.</p>
<p align="center">2019</p>	<p>The Reasonable Accommodation Coordinators are making more effective and consistent use of applicable suspense codes in the reasonable accommodations request tracking system (ALERTS). As a result of more accurate tracking and case handling enhancements, the IRS has experienced slight increases this fiscal year in the number of requests for accommodation resolved within 30 days of the original request.</p>

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
D.1.a - Does the agency have a process for identifying triggers in the workplace?	The Agency currently does not have a process for identifying and maintaining a list of all triggers in the workplace.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
08/01/2022	Create process to monitor and track all identified triggers.	04/30/2023	04/30/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Diversity Officer, Office of Equity, Diversity and Inclusion (EDI)	Carrie Y. Holland	YES
Acting Associate Director, Diversity & Inclusion	Marcus R. Wilson	YES

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Title	Name	Performance Standards Address the Plan? (Yes or No)
Associate Director, EEO	Crystal G. Magruder	YES
EDI Transformational Team Lead	Cameo Reeves	YES

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
01/30/2023	HQ EDI will develop an agency-wide trigger worksheet to be used by all EDI Offices including Business Based Divisions to monitor, track, analyze, and conduct barrier analysis.	Yes	04/30/2024	
04/30/2023	Issue worksheet and instructions to Business Based Divisions to be included as part of their barrier identification process.	Yes	04/30/2024	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	In FY22, the IRS began development of an agency-wide trigger worksheet to monitor, track, analyze, and conduct barrier analysis. The tracking sheets development evolved in FY23. Since then, the agency has enlisted contract support from Deloitte to explore and identify a solution for an automated trigger worksheet. An automated trigger worksheet enables the service to monitor and manage triggers more efficiently, as well as engage in strategic planning. Once completed, the automated trigger worksheet will be distributed to the BBDs and will serve as a road map for the barrier analysis process. The anticipated implementation date is FY24.

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2022	<p>HQ EDI communicated EDI Program Review Recommendations to Business Based Divisions. It was revealed that the BBD's were not consistent with how they identified and monitored triggers.</p> <p>Recommendation: A trigger worksheet can serve as a road map to guide the direction of the barrier analysis process. HQ EDI is developing a trigger worksheet to identify and monitor workplace triggers and barrier identification, analysis, and barrier elimination.</p>
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MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger (Note: Triggers identified with 2% threshold)
	Tables A1, A4, A6, A7, A8, A9, A14	There is a lower than expected participation rate of Hispanic males in Criminal Investigator (CI) positions in grades 12-15.

EEO Group(s) Affected by Trigger

EEO Group	
Hispanic or Latino males	X

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Participation rate (workforce and grade distribution), applicant flow analysis, hires and separations.
Federal Employee Viewpoint Survey (FEVS)	Yes	In review of Question 69 of the FEVS survey results, considering everything, how satisfied are you with your pay? The IRS Hispanic population had the highest negative response results, with a 36.4% response. This is attributed to the distribution of grades by race across all occupations. The Hispanic population is 63.99% in GS 01-08 positions, the highest result by race for GS 01-08 positions. The Hispanic population is 21.13% for GS 09-12 and 14.76% for GS 13-15, which is the lowest result for GS 13-15. The Hispanic population is also comprised of .12% for Senior Executive (SES) positions.

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<p>Inclusion Survey Report</p>	<p style="text-align: center;">Yes</p>	<p>IRS's highest rated characteristics are Supportive, Openness, Cooperative and Empowering for the Inclusion Survey for FY2023. In comparison to the overall IRS score of 67%, Hispanics identified response rate score was the same at 67%. The IRS overall response rate was 41%, and Hispanic self-identified respondent was 63.3%. Hispanic employees rated most categories above the OPM threshold of 65% except Fairness with 58% and Empowering with 64%. With these two categories being below the threshold, it identifies areas of improvement that are needed in the Hispanic population at the IRS. With these findings the IRS can develop strategies to address the identified gaps.</p>
<p>Leadership Development Programs</p>	<p style="text-align: center;">Yes</p>	<ul style="list-style-type: none"> • Collaborated with EDI leadership development program manager to gain information about participation rates. Hispanic participation was 14.90% (72 of 483), a slight increase from 14.50% (62 of 429) in FY22. • The Hispanic Leadership Development Program (LDP) participants included 72 persons who participated as follows: <ul style="list-style-type: none"> ➢ 18.79% in Front-line Leadership Readiness Program (FLRP) (59 of 314) ➢ 11.39% in Leading Leaders Readiness Program (LLRP) (9 of 79) ➢ 1.67% in Executive Readiness (XR) class (1 of 60) ➢ 10.00% in Candidate Development Program (CDP) (3 of 30) • There were 86 of 882 (9.75%) Hispanic participants in the IRS Mentoring Program, a slight decrease from the 1,087 (10.30%) in FY22. <ul style="list-style-type: none"> ➢ 21 (2.67%) Hispanic employees who served as mentors, a decrease of 2 from the 23 (8.13%) in FY22. ➢ 65 (10.19%) who served as mentees, a decrease of 11 from the 76 (10.19%) in FY22. • The IRS has additional programs including the IRS Veterans Mentoring Program. There were 7 of 35 (20.00%) Hispanic participants serving as mentors, compared to six (50.00%) in FY22. There were 21 of 86 (24.42%) Hispanic participants who served as mentees, a 200-percentage point increase from the seven (15.22%) who served as mentees in FY22. • There was a total of 118 participants in the IRS Internship and Recent Grads Program. Hispanics made up 23 (19.5%) of participants compared to 46 out of 352 (13.07%) in FY22.
<p>Recruitment Office</p>	<p style="text-align: center;">Yes</p>	<p>The IRS continues to participate in a variety of community outreach and education initiatives designed to increase awareness and recruit those interested in employment with the agency by becoming more</p>

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		<p>actively involved in collaboration with employee resource groups and employee organizations. The strategic talent analytics and recruiting solutions (STARS) recruitment office attended virtual career fairs at eighteen (18) Hispanic serving institutions, as well as two (2) virtual events in FY2023. Additionally, the IRS' special emphasis program in collaboration with Hispanic Internal Revenue Employees (HIRE), supports the IRS in raising awareness of the Hispanic culture and in assisting in the recruitment and hiring of Hispanics. In October, they facilitated the annual IRS National Hispanic Heritage Month program. This event is part of a series of events celebrating special observance months and workforce diversity. As a result of these initiatives, the number of self-identified Hispanic applicants continues to rise, resulting in increased representation, career development, and retention of the Hispanic population.</p>
Awards Analysis	Yes	No triggers were identified, when comparing the Hispanic population with the awards analysis report.

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Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
EDI will collaborate with business units in the agency to identify barriers in the recruitment and selection process of Hispanic males in external and internal competitive promotions for CI (series GS-1811).	04/01/2017	06/30/2018	Yes	8/30/2022	08/30/2022
Recommend that an EDI representative participate as a non-voting member on the interview panels for CDP candidates.	04/01/2017	09/30/2018	Yes		04/30/2018
Fill special emphasis program manager (SEPM) vacancy to lead barrier analysis working group (HBAWG) to identify root causes of disparities in equal employment opportunities within the Service to include the imbalances associated with Hispanic males GS 12 - 15 (CI positions).	9/6/2022	04/01/2023			01/05/2023

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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Diversity Officer	Carrie Y. Holland	No
Chief Human Capital Officer	Traci DiMartini	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2017	Conduct a panel discussion for all managers to address retention, career development and upward mobility for the Hispanic workforce. EDI will lead the panel discussion.		11/15/2017
03/31/2018	Identify the HCO points of contact to focus on the SEPM participation in recruitment.	04/30/2018	04/26/2018
03/31/2018	Share the FY17 respective data with HCO and discuss ways to enhance awareness on upward mobility potential for Hispanic males in the CI occupation.	08/31/2018	07/12/2018
09/30/2019	Conduct an in-depth review of Hispanic participation in the FLRP and other leadership programs: Senior Management Readiness Program (SMRP), LLRC, XR and CDP.	03/31/2022	08/31/2022
12/30/2020	Establish a HBAWG to review triggers and determine if barriers exist.		09/20/2020
12/31/2021	New SEPM transitions into role and reestablishes communication with HBAWG and key personnel to ensure continuity in fact-finding techniques.	02/28/2022	01/19/2022
02/30/2021	Review data to determine if trends continue in the CI occupation for Hispanic males.	04/30/2022	03/31/2022
04/30/2021	Collaborate with the recruitment office to review how Hispanic Serving Institutes (HSI) are included in their recruitment process and identify other methods to increase pool of Hispanic applicants.	4/30/2022	08/31/2022

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Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2022	Review FY22 Q1-4 data, propose action items to address triggers.		09/30/2022
02/28/2023	Develop and finalize survey and focus group questions for discussions with employee organizations (EO) and employee resource groups (ERG) members to gain insight into low participation of Hispanic males in CI positions, GS- 12-15, and to receive recommendations to mitigate.	4/27/2023	06/07/2023
03/31/2023	Brief leadership, receive buy-in and support.		09/29/2023
04/29/2023	Collaborate with EO/ERGs to solicit/query its members.	06/09/2023	06/29/2023
04/29/2023	Review FY23 Q1-2 data. Consider pivoting focus as data dictates		4/28/2023
09/30/2023	Debrief and analyze feedback from EO/ERG members. Develop recommendations, schedule a briefing with leadership for approval to implement recommendations. *This activity is being modified to: relay feedback from leadership to Hispanic Barrier Analysis Working Group (HBAWG) about the survey and focus group questions. Share finalized/leadership approved questions with HBAWG	01/08/2024	
01/11/2024	Begin Privacy and Civil Liberties Impact Assessments (PCLIA) process for approval to distribute online survey to Hispanic population Servicewide and facilitate virtual focus groups with HIRE members		
02/01/2024	Collaborate with research analysts to create the online survey		
04/01/2024	Work with appropriate personnel to determine logistics for focus groups / deploying survey to CI, employees grades 12-15		
06/01/2024	Begin process of facilitating focus groups/deploying survey		
07/01/2024	Begin planning Servicewide National Hispanic Heritage Month (NHHM) program		

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08/01/2024	Brief EDI leadership on survey/focus groups results		
08/15/2024	Submit Servicewide NHHM article for review and approval to publish on IRS Headlines & on IRS Source to bring awareness to NHHM		
09/29/2024	Facilitate the Servicewide NHHM program in collaboration with HIRE		

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Report of Accomplishments

	Accomplishments
FY2023	<p>Section chief of Diversity and Inclusion Division (DID) covered HBAWG lead position until new SEPM assumed the role 3/2023.</p> <ul style="list-style-type: none"> • Collaborated with Treasury and other bureaus for a Treasury-wide Hispanic Heritage Month event. • Facilitated monthly HBAWG meetings. • Conducted barrier analysis training for HBAWG, March 28-30, 2023. • HBAWG developed survey questions to ask EO/ERG members to elicit information on employees' perceptions as to why there is low participation of Hispanic males in positions CI, GS-12-15 and to receive recommendations to mitigate. • FY 23 data on Hispanic males, through Q3: <ul style="list-style-type: none"> ➢ CI, Grades 12-15: 6.79% (OCLF 10.1%) The total participation rate indicates that Hispanics have a trigger when compared to the Occupational Civilian Labor Force (OCLF) rate. • Participation rates of Hispanic population by grades <ul style="list-style-type: none"> ➢ CI, GS-12: FY22 Q4 (7.75%) - FY23 Q3 (10.71%) = increase ➢ CI, GS-13: FY22 Q4 (5.50%) - FY23 Q3 (6.18%) = increase ➢ CI, GS-14: FY22 Q4 (8.95%) - FY23 Q3 (7.54%) = decrease ➢ CI, GS-15: FY22 Q4 (8.22%) - FY23 Q3 (5.88%) = decrease
FY2022	<p>Activities were affected due to competing priorities and increased attrition.</p> <ul style="list-style-type: none"> • Reviewed benchmarks & identified the following triggers: <ul style="list-style-type: none"> ➢ Hires -The hiring rate of Hispanic males in CI positions continue to be lower than expected. ➢ Grade Distribution - Hispanic males could have a glass ceiling or blocked pipeline in the following grades: CI (GS-12-14 for FY19-21), ➢ External Applicants - Hispanic males could have a glass ceiling for external applicants in the following: CI (selected-FY20-21).

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	<ul style="list-style-type: none"> • HBAWG reviewed workforce demographic trends for the four major occupations and did not identify triggers in the Revenue Officer (RO) occupation. • Collaborated with Treasury and other bureaus for a Treasury-wide Hispanic Heritage Month event. • Conducted a diversity workshop at the Hispanic Internal Revenue Employees (HIRE) National Training Conference in August 2022. • Conducted barrier analysis training for HBAWG, 30 Jun 2022. • HBAWG updated section chief who is covering vacant SEPM position (as of July 2022) that leads HBAWG. • HBAWG agreed to develop questions to ask EO/ERG members to elicit information on employees' perceptions as to why there is low participation of Hispanic males in positions CI, GS-12-15 and to receive recommendations to mitigate. • FY 22 data on Hispanic males, through Q3: <ul style="list-style-type: none"> ➢ CI, Grades 12-15: 6.2% (OCLF 10.1%) <p>Senior executive service (SES) level, the participation rate of permanent Hispanic employees increased from 5.26 percent in FY21 to 5.6 in FY22</p>
FY2021	<ul style="list-style-type: none"> • HBAWG component teams were established and assigned to review trends within the four major occupations. • HBAWG provided an updated briefing on the scope of the review to EDI senior leadership and received approval and support to conduct the process. • During this fiscal year, the SEPM who lead the HBAWG resigned. Therefore, all planned activities were not completed. A new SEPM was selected at the end of the fiscal year and will address planned activities for which dates have been modified. • Completed an analysis of Hispanic participation in leadership programs for trend assessment. Additional data determined that there could be triggers associated with Hispanic female participation which will be investigated in future analyses.
FY2020	<ul style="list-style-type: none"> • An updated analysis of FY17- FY19 data was completed for the four major occupations that have a career ladder that feeds into the SES level: RA, RO, CI and IT Specialist. The participation rate of Hispanic males in RA, CI, and IT were below the occupational civilian labor force, in the grades 12-14; Hispanic males are not being selected for internal promotions in the RO occupation; and Hispanic males are not being hired in the CI and IT Specialist occupations.

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	<ul style="list-style-type: none"> • A charter was developed to begin the process of establishing the HBAWG. The HBAWG includes stakeholders from the EDI office, HCO, employee resource groups, and business operating divisions. • The Chief Diversity Officer (CDO) was briefed on the triggers and analysis of RA, RO, CI, and IT Specialist for Hispanic males. • The team received support to move forward to conduct the barrier analyses.
FY2019	<ul style="list-style-type: none"> • In November 2018, the CDO signed a memorandum of understanding with the president of National IMAGE, Inc. an external employee organization, to engage in a partnership to identify issues of mutual interest and promote equal access to employment and career advancement opportunities. • An analysis of the 2018 data provided for the four major occupations that have a career ladder which may feed to the SES level: RA, RO, CI and IT. Triggers were identified in the participation of Hispanic males. • SEPM attended monthly meetings with the National Council for Hispanic Employment Program Managers to identify hiring and retention best practices shared by other federal agencies. • SEPM was on detail during a majority of this period; as such, there were minimal actions taken during this reporting period.
FY2018	<ul style="list-style-type: none"> • EDI conducted a panel discussion on 11/15/2017 for all IRS managers to address retention, career development and upward mobility for the Hispanic workforce. • SEPM identified HCO points of contact to partner on recruitment efforts. • SEPM met with the Hispanic Internal Revenue Employees (HIRE) president and vice-president on 03/07/2018 to share the results from the HBAWG. • SEPM hosted a focus group meeting during the HIRE business meeting in August 2018 to gather information on possible barriers for upward mobility (GS-12 and above). As a result, the SEPM will partner with the HIRE mentoring program that will roll out in FY19. The SEPM will share job announcements with HIRE for dissemination. • In April 2018, the EDI executive director participated in the interview panel for CDP. • EDI issued a memorandum to the Information Technology Operating Division to encourage diversity in their hiring surge of IT professionals. • To assist with recruitment efforts, the acting associate director (AAD) of the diversity and inclusion division (DID) and the SEPM: <ul style="list-style-type: none"> ○ Participated in the National IMAGE, Inc. conference ○ Conducted five workshops ○ Met with the executive board of National IMAGE, Inc. to discuss a possible MOU between the IRS and National IMAGE, Inc. ○ The AAD of DID participated in the SES roundtable and speed mentoring event at the Department of Labor where she provided career advice and shared why IRS is an employer of choice.

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FY2017	<p>EDI reviewed workforce participation data on Hispanic males by major occupation: RA (Series GS-512); RO (Series GS-1169); CI (Series GS-1811); and IT Specialist (Series GS-2210).</p> <ul style="list-style-type: none">• Conducted an applicant flow analysis on these four major occupations for FY14 - FY16 to determine if Hispanic males were promoted at a higher or lower rate than their participation rate for external applicants as well as internal/competitive promotions.
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MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger (Note: Triggers identified with 2% threshold)
	Tables A1, A4, A6, A7, A8, A9, A14	There is a lower than expected participation rate of Hispanic males in Information Technology Specialist (IT) positions in grades 12-15.

EEO Group(s) Affected by Trigger

EEO Group	
Hispanic or Latino males	X

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Participation rate (workforce and grade distribution), applicant flow analysis, hires and separations.
Federal Employee Viewpoint Survey (FEVS)	Yes	In review of Question 69 of the FEVS survey results, considering everything, how satisfied are you with your pay? The IRS Hispanic population had the highest negative response results, with a 36.4% response. This is attributed to the distribution of grades by race across all occupations. The Hispanic population is 63.99% in GS 01-08 positions, the highest result by race for GS 01-08 positions. The Hispanic population is 21.13% for GS 09-12 and 14.76% for GS 13-15, which is the lowest result for GS 13-15. The Hispanic population is also comprised of .12% for Senior Executive (SES) positions.

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<p>Inclusion Survey Report</p>	<p style="text-align: center;">Yes</p>	<p>IRS's highest rated characteristics are Supportive, Openness, Cooperative and Empowering for the Inclusion Survey for FY2023. In comparison to the overall IRS score of 67%, Hispanics identified response rate score was the same at 67%. The IRS overall response rate was 41%, and Hispanic self-identified respondent was 63.3%. Hispanic employees rated most categories above the OPM threshold of 65% except Fairness with 58% and Empowering with 64%. With these two categories being below the threshold, it identifies areas of improvement that are needed in the Hispanic population at the IRS. With these findings the IRS can develop strategies to address the identified gaps.</p>
<p>Leadership Development Programs</p>	<p style="text-align: center;">Yes</p>	<ul style="list-style-type: none"> • Collaborated with EDI leadership development program manager to gain information about participation rates. Hispanic participation was 14.90% (72 of 483), a slight increase from 14.50% (62 of 429) in FY22. • The Hispanic Leadership Development Program (LDP) participants included 72 persons who participated as follows: <ul style="list-style-type: none"> ➢ 18.79% in Front-line Leadership Readiness Program (FLRP) (59 of 314) ➢ 11.39% in Leading Leaders Readiness Program (LLRP) (9 of 79) ➢ 1.67% in Executive Readiness (XR) class (1 of 60) ➢ 10.00% in Candidate Development Program (CDP) (3 of 30) • There were 86 of 882 (9.75%) Hispanic participants in the IRS Mentoring Program, a slight decrease from the 1,087 (10.30%) in FY22. <ul style="list-style-type: none"> ➢ 21 (2.67%) Hispanic employees who served as mentors, a decrease of 2 from the 23 (8.13%) in FY22. ➢ 65 (10.19%) who served as mentees, a decrease of 11 from the 76 (10.19%) in FY22. • The IRS has additional programs including the IRS Veterans Mentoring Program. There were 7 of 35 (20.00%) Hispanic participants serving as mentors, compared to six (50.00%) in FY22. There were 21 of 86 (24.42%) Hispanic participants who served as mentees, a 200-percentage point increase from the seven (15.22%) who served as mentees in FY22. • There was a total of 118 participants in the IRS Internship and Recent Grads Program. Hispanics made up 23 (19.5%) of participants compared to 46 out of 352 (13.07%) in FY22.
<p>Recruitment Office</p>	<p style="text-align: center;">Yes</p>	<p>The IRS continues to participate in a variety of community outreach and education initiatives designed to increase awareness and recruit those interested in employment with the agency by becoming more</p>

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		<p>actively involved in collaboration with employee resource groups and employee organizations. The strategic talent analytics and recruiting solutions (STARS) recruitment office attended virtual career fairs at eighteen (18) Hispanic serving institutions, as well as two (2) virtual events in FY2023. Additionally, the IRS' special emphasis program in collaboration with Hispanic Internal Revenue Employees (HIRE), supports the IRS in raising awareness of the Hispanic culture and in assisting in the recruitment and hiring of Hispanics. In October, they facilitated the annual IRS National Hispanic Heritage Month program. This event is part of a series of events celebrating special observance months and workforce diversity. As a result of these initiatives, the number of self-identified Hispanic applicants continues to rise, resulting in increased representation, career development, and retention of the Hispanic population.</p>
Awards Analysis	Yes	No triggers were identified, when comparing the Hispanic population with the awards analysis report.

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Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
EDI will collaborate with business units in the agency to identify barriers in the recruitment and selection process of Hispanic males in external and internal competitive promotions for IT positions (series GS-2210).	04/01/2017	06/30/2018	Yes	8/30/2022	08/30/2022
Recommend that an EDI representative participate as a non-voting member on the interview panels for CDP candidates.	04/01/2017	09/30/2018	Yes		04/30/2018
Fill special emphasis program manager (SEPM) vacancy to lead barrier analysis working group (HBAWG) to identify root causes of disparities in equal employment opportunities within the Service to include the imbalances associated with Hispanic males GS 12 - 15 (IT positions).	9/6/2022	04/01/2023			01/05/2023

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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Diversity Officer	Carrie Y. Holland	No
Chief Human Capital Officer	Traci DiMartini	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2017	Conduct a panel discussion for all managers to address retention, career development and upward mobility for the Hispanic workforce. EDI will lead the panel discussion.		11/15/2017
03/31/2018	Identify the HCO points of contact to focus on the SEPM participation in recruitment.	04/30/2018	04/26/2018
03/31/2018	Share the FY17 respective data with HCO and discuss ways to enhance awareness on upward mobility potential for Hispanic males in the IT occupations.	08/31/2018	07/12/2018
09/30/2019	Conduct an in-depth review of Hispanic participation in the FLRP and other leadership programs: Senior Management Readiness Program (SMRP), LLRC, XR and CDP.	03/31/2022	08/31/2022
12/30/2020	Establish a HBAWG to review triggers and determine if barriers exist.		09/20/2020
12/31/2021	New SEPM transitions into role and reestablishes communication with HBAWG and key personnel to ensure continuity in fact-finding techniques.	02/28/2022	01/19/2022
02/30/2021	Review data to determine if trends continue in the IT occupation for Hispanic males.	04/30/2022	03/31/2022
04/30/2021	Collaborate with the recruitment office to review how Hispanic Serving Institutes (HSI) are included in their recruitment process and identify other methods to increase pool of Hispanic applicants.	4/30/2022	08/31/2022

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Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2022	Review FY22 Q1-4 data, propose action items to address triggers.		09/30/2022
02/28/2023	Develop and finalize survey and focus group questions for discussions with employee organizations (EO) and employee resource groups (ERG) members to gain insight into low participation of Hispanic males in IT positions, GS- 12-15, and to receive recommendations to mitigate.	4/27/2023	06/07/2023
03/31/2023	Brief leadership, receive buy-in and support.		09/29/2023
04/29/2023	Collaborate with EO/ERGs to solicit/query its members.	06/09/2023	06/29/2023
04/29/2023	Review FY23 Q1-2 data. Consider pivoting focus as data dictates		4/28/2023
09/30/2023	Debrief and analyze feedback from EO/ERG members. Develop recommendations, schedule a briefing with leadership for approval to implement recommendations. *This activity is being modified to: relay feedback from leadership to Hispanic Barrier Analysis Working Group (HBAWG) about the survey and focus group questions. Share finalized/leadership approved questions with HBAWG	01/08/2024	
01/11/2024	Begin Privacy and Civil Liberties Impact Assessments (PCLIA) process for approval to distribute online survey to Hispanic population Servicewide and facilitate virtual focus groups with HIRE members		
02/01/2024	Collaborate with research analysts to create the online survey		
04/01/2024	Work with appropriate personnel to determine logistics for focus groups / deploying survey to IT employees grades 12-15		
06/01/2024	Begin process of facilitating focus groups/deploying survey		
07/01/2024	Begin planning Servicewide National Hispanic Heritage Month (NHHM) program		

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08/01/2024	Brief EDI leadership on survey/focus groups results		
08/15/2024	Submit Servicewide NHHM article for review and approval to publish on IRS Headlines & on IRS Source to bring awareness to NHHM		
09/29/2024	Facilitate the Servicewide NHHM program in collaboration with HIRE		

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Report of Accomplishments

	Accomplishments
FY2023	<p>Section chief of Diversity and Inclusion Division (DID) covered HBAWG lead position until new SEPM assumed the role 3/2023.</p> <ul style="list-style-type: none"> • Collaborated with Treasury and other bureaus for a Treasury-wide Hispanic Heritage Month event. • Facilitated monthly HBAWG meetings. • Conducted barrier analysis training for HBAWG, March 28-30, 2023. • HBAWG developed survey questions to ask EO/ERG members to elicit information on employees' perceptions as to why there is low participation of Hispanic males in positions IT, GS-12-15 and to receive recommendations to mitigate. • FY 23 data on Hispanic males, through Q3: <ul style="list-style-type: none"> ➤ IT, Grades 12-15: 3.97% (OCLF 4.5%) The total participation rate indicates that Hispanics do have a trigger when compared to the Occupational Civilian Labor Force (OCLF) rate. • Participation rates of Hispanic population by grades <ul style="list-style-type: none"> ➤ IT, GS-12: FY22 Q4 (4.36%) - FY23 Q3 (5.77%) = increase ➤ IT, GS-13 FY22 Q4 (3.79%) - FY23 Q3 (3.78%) = increase ➤ IT, GS-14: FY22 Q4 (3.63%) - FY23 Q3 (3.5%) = decrease ➤ IT, GS-15: FY22 Q4 (2.66%) - FY23 Q3 (2.76%) = increase
FY2022	<p>Activities were affected due to competing priorities and increased attrition.</p> <ul style="list-style-type: none"> • Reviewed benchmarks & identified the following triggers: <ul style="list-style-type: none"> ➤ Hires -The hiring rate of Hispanic males in IT positions continue to be lower than expected. ➤ Grade Distribution - Hispanic males could have a glass ceiling or blocked pipeline in the following grades: IT (GS-12-15 for FY19-21) ➤ External Applicants - Hispanic males could have a glass ceiling for external applicants in the following: IT (selected-FY19- 20).

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	<ul style="list-style-type: none"> ➤ Internal/Competitive Promotions - Hispanic males could have a glass ceiling for internal promotions in the following: IT (selected-FY19-21). <ul style="list-style-type: none"> • Collaborated with Treasury and other bureaus for a Treasury-wide Hispanic Heritage Month event. • Conducted a diversity workshop at the Hispanic Internal Revenue Employees (HIRE) National Training Conference in August 2022. • Conducted barrier analysis training for HBAWG, 30 Jun 2022. • HBAWG updated section chief who is covering vacant SEPM position (as of July 2022) that leads HBAWG. • HBAWG agreed to develop questions to ask EO/ERG members to elicit information on employees' perceptions as to why there is low participation of Hispanic males in positions IT, GS-12-15 and to receive recommendations to mitigate. • FY 22 data on Hispanic males, through Q3: <ul style="list-style-type: none"> ➤ IT, Grades 12-15: 3.8% (OCLF 4.5%) <p>Senior executive service (SES) level, the participation rate of permanent Hispanic employees increased from 5.26 percent in FY21 to 5.6 in FY22</p>
<p>FY2021</p>	<ul style="list-style-type: none"> • HBAWG component teams were established and assigned to review trends within the four major occupations. • HBAWG provided an updated briefing on the scope of the review to EDI senior leadership and received approval and support to conduct the process. • During this fiscal year, the SEPM who lead the HBAWG resigned. Therefore, all planned activities were not completed. A new SEPM was selected at the end of the fiscal year and will address planned activities for which dates have been modified. • Completed an analysis of Hispanic participation in leadership programs for trend assessment. Additional data determined that there could be triggers associated with Hispanic female participation which will be investigated in future analyses.
<p>FY2020</p>	<ul style="list-style-type: none"> • An updated analysis of FY17- FY19 data was completed for the four major occupations that have a career ladder that feeds into the SES level: RA, RO, CI and IT Specialist. The participation rate of Hispanic males in RA, CI, and IT were below the occupational civilian labor force, in the grades 12-14; Hispanic males are not being selected for internal promotions in the RO occupation; and Hispanic males are not being hired in the CI and IT Specialist occupations.

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	<ul style="list-style-type: none"> • A charter was developed to begin the process of establishing the HBAWG. The HBAWG includes stakeholders from the EDI office, HCO, employee resource groups, and business operating divisions. • The Chief Diversity Officer (CDO) was briefed on the triggers and analysis of IT Specialist position for Hispanic males. • The team received support to move forward to conduct the barrier analyses.
FY2019	<ul style="list-style-type: none"> • In November 2018, the CDO signed a memorandum of understanding with the president of National IMAGE, Inc. an external employee organization, to engage in a partnership to identify issues of mutual interest and promote equal access to employment and career advancement opportunities. • An analysis of the 2018 data provided for the four major occupations that have a career ladder which may feed to the SES level: RA, RO, CI and IT. Triggers were identified in the participation of Hispanic males. • SEPM attended monthly meetings with the National Council for Hispanic Employment Program Managers to identify hiring and retention best practices shared by other federal agencies. • SEPM was on detail during a majority of this period; as such, there were minimal actions taken during this reporting period.
FY2018	<ul style="list-style-type: none"> • EDI conducted a panel discussion on 11/15/2017 for all IRS managers to address retention, career development and upward mobility for the Hispanic workforce. • SEPM identified HCO points of contact to partner on recruitment efforts. • SEPM met with the Hispanic Internal Revenue Employees (HIRE) president and vice-president on 03/07/2018 to share the results from the HBAWG. • SEPM hosted a focus group meeting during the HIRE business meeting in August 2018 to gather information on possible barriers for upward mobility (GS-12 and above). As a result, the SEPM will partner with the HIRE mentoring program that will roll out in FY19. The SEPM will share job announcements with HIRE for dissemination. • In April 2018, the EDI executive director participated in the interview panel for CDP. • EDI issued a memorandum to the Information Technology Operating Division to encourage diversity in their hiring surge of IT professionals. • To assist with recruitment efforts, the acting associate director (AAD) of the diversity and inclusion division (DID) and the SEPM: <ul style="list-style-type: none"> ○ Participated in the National IMAGE, Inc. conference ○ Conducted five workshops ○ Met with the executive board of National IMAGE, Inc. to discuss a possible MOU between the IRS and National IMAGE, Inc. ○ The AAD of DID participated in the SES roundtable and speed mentoring event at the Department of Labor where she provided career advice and shared why IRS is an employer of choice.

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FY2017	<p>EDI reviewed workforce participation data on Hispanic males by major occupation: RA (Series GS-512); RO (Series GS-1169); CI (Series GS-1811); and IT Specialist (Series GS-2210).</p> <ul style="list-style-type: none">• Conducted an applicant flow analysis on these four major occupations for FY14 - FY16 to determine if Hispanic males were promoted at a higher or lower rate than their participation rate for external applicants as well as internal/competitive promotions.
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MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger (Note: Triggers identified with 2% threshold)
	Tables A1, A4, A6, A7, A8, A9, A14	There is a lower than expected participation rate of Hispanic males in Revenue Agent (RA) positions in grades 12-15.

EEO Group(s) Affected by Trigger

EEO Group	
Hispanic or Latino males	X

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Participation rate (workforce and grade distribution), applicant flow analysis, hires and separations.
Federal Employee Viewpoint Survey (FEVS)	Yes	In review of Question 69 of the FEVS survey results, considering everything, how satisfied are you with your pay? The IRS Hispanic population had the highest negative response results, with a 36.4% response. This is attributed to the distribution of grades by race across all occupations. The Hispanic population is 63.99% in GS 01-08 positions, the highest result by race for GS 01-08 positions. The Hispanic population is 21.13% for GS 09-12 and 14.76% for GS 13-15, which is the lowest result for GS 13-15. The Hispanic population is also comprised of .12% for Senior Executive (SES) positions.

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<p>Inclusion Survey Report</p>	<p style="text-align: center;">Yes</p>	<p>IRS's highest rated characteristics are Supportive, Openness, Cooperative and Empowering for the Inclusion Survey for FY2023. In comparison to the overall IRS score of 67%, Hispanics identified response rate score was the same at 67%. The IRS overall response rate was 41%, and Hispanic self-identified respondent was 63.3%. Hispanic employees rated most categories above the OPM threshold of 65% except Fairness with 58% and Empowering with 64%. With these two categories being below the threshold, it identifies areas of improvement that are needed in the Hispanic population at the IRS. With these findings the IRS can develop strategies to address the identified gaps.</p>
<p>Leadership Development Programs</p>	<p style="text-align: center;">Yes</p>	<ul style="list-style-type: none"> • Collaborated with EDI leadership development program manager to gain information about participation rates. Hispanic participation was 14.90% (72 of 483), a slight increase from 14.50% (62 of 429) in FY22. • The Hispanic Leadership Development Program (LDP) participants included 72 persons who participated as follows: <ul style="list-style-type: none"> ➢ 18.79% in Front-line Leadership Readiness Program (FLRP) (59 of 314) ➢ 11.39% in Leading Leaders Readiness Program (LLRP) (9 of 79) ➢ 1.67% in Executive Readiness (XR) class (1 of 60) ➢ 10.00% in Candidate Development Program (CDP) (3 of 30) • There were 86 of 882 (9.75%) Hispanic participants in the IRS Mentoring Program, a slight decrease from the 1,087 (10.30%) in FY22. <ul style="list-style-type: none"> ➢ 21 (2.67%) Hispanic employees who served as mentors, a decrease of 2 from the 23 (8.13%) in FY22. ➢ 65 (10.19%) who served as mentees, a decrease of 11 from the 76 (10.19%) in FY22. • The IRS has additional programs including the IRS Veterans Mentoring Program. There were 7 of 35 (20.00%) Hispanic participants serving as mentors, compared to six (50.00%) in FY22. There were 21 of 86 (24.42%) Hispanic participants who served as mentees, a 200-percentage point increase from the seven (15.22%) who served as mentees in FY22. • There was a total of 118 participants in the IRS Internship and Recent Grads Program. Hispanics made up 23 (19.5%) of participants compared to 46 out of 352 (13.07%) in FY22.
<p>Recruitment Office</p>	<p style="text-align: center;">Yes</p>	<p>The IRS continues to participate in a variety of community outreach and education initiatives designed to increase awareness and recruit those interested in employment with the agency by becoming more</p>

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		<p>actively involved in collaboration with employee resource groups and employee organizations. The strategic talent analytics and recruiting solutions (STARS) recruitment office attended virtual career fairs at eighteen (18) Hispanic serving institutions, as well as two (2) virtual events in FY2023. Additionally, the IRS' special emphasis program in collaboration with Hispanic Internal Revenue Employees (HIRE), supports the IRS in raising awareness of the Hispanic culture and in assisting in the recruitment and hiring of Hispanics. In October, they facilitated the annual IRS National Hispanic Heritage Month program. This event is part of a series of events celebrating special observance months and workforce diversity. As a result of these initiatives, the number of self-identified Hispanic applicants continues to rise, resulting in increased representation, career development, and retention of the Hispanic population.</p>
Awards Analysis	Yes	No triggers were identified, when comparing the Hispanic population with the awards analysis report.

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Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Equity, Diversity and Inclusion (EDI), will collaborate with the Human Capital Office (HCO) to identify the reason(s) for the low participation rate of males meeting the education requirements for RA, Series GS-512.	04/01/2017	09/30/2018	Yes		10/12/2018
EDI will collaborate with business units in the agency to identify barriers in the recruitment and selection process of Hispanic males in external and internal competitive promotions for RA (series GS-512).	04/01/2017	06/30/2018	Yes	8/30/2022	08/30/2022
Recommend that an EDI representative participate as a non-voting member on the interview panels for CDP candidates.	04/01/2017	09/30/2018	Yes		04/30/2018
Fill special emphasis program manager (SEPM) vacancy to lead barrier analysis working group (HBAWG) to identify root causes of disparities in equal employment opportunities within the Service to include the imbalances associated with Hispanic males GS 12 - 15 (RA positions).	9/6/2022	04/01/2023			01/05/2023

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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Diversity Officer	Carrie Y. Holland	No
Chief Human Capital Officer	Traci DiMartini	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2017	Conduct a panel discussion for all managers to address retention, career development and upward mobility for the Hispanic workforce. EDI will lead the panel discussion.		11/15/2017
03/31/2018	Identify the HCO points of contact to focus on the SEPM participation in recruitment.	04/30/2018	04/26/2018
03/31/2018	Share the FY17 respective data with HCO and discuss ways to enhance awareness on upward mobility potential for Hispanic males in the CI and IT occupations.	08/31/2018	07/12/2018
09/30/2019	Share the FY17 respective data with HCO and discuss ways to enhance awareness on upward mobility potential for Hispanic males in the CI and IT occupations.	03/31/2022	08/31/2022
12/30/2020	Establish a HBAWG to review triggers and determine if barriers exist.		09/20/2020
12/31/2021	New SEPM transitions into role and reestablishes communication with HBAWG and key personnel to ensure continuity in fact-finding techniques.	02/28/2022	01/19/2022
02/30/2021	Review data to determine if trends continue in the occupation of RA for Hispanic males.	04/30/2022	03/31/2022
04/30/2021	Collaborate with the recruitment office to review how Hispanic Serving Institutes (HSI) are included in their recruitment process and identify other methods to increase pool of Hispanic applicants.	4/30/2022	08/31/2022

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02/28/2023	Develop and finalize survey and focus group questions for discussions with employee organizations (EO) and employee resource groups (ERG) members to gain insight into low participation of Hispanic males in RA positions, GS- 12-15, and to receive recommendations to mitigate.	4/27/2023	06/07/2023
03/31/2023	Brief leadership, receive buy-in and support.		09/29/2023
04/29/2023	Collaborate with EO/ERGs to solicit/query its members.	06/09/2023	06/29/2023
04/29/2023	Review FY23 Q1-2 data. Consider pivoting focus as data dictates		4/28/2023
09/30/2023	Debrief and analyze feedback from EO/ERG members. Develop recommendations, schedule a briefing with leadership for approval to implement recommendations. *This activity is being modified to: relay feedback from leadership to Hispanic Barrier Analysis Working Group (HBAWG) about the survey and focus group questions. Share finalized/leadership approved questions with HBAWG	01/08/2024	
01/11/2024	Begin Privacy and Civil Liberties Impact Assessments (PCLIA) process for approval to distribute online survey to Hispanic population Servicewide and facilitate virtual focus groups with HIRE members		
02/01/2024	Collaborate with research analysts to create the online survey		
04/01/2024	Work with appropriate personnel to determine logistics for focus groups / deploying survey to RA employees grades 12-15		
06/01/2024	Begin process of facilitating focus groups/deploying survey		
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Report of Accomplishments

	Accomplishments
FY2023	<p>Section chief of Diversity and Inclusion Division (DID) covered HBAWG lead position until new SEPM assumed the role 3/2023</p> <ul style="list-style-type: none"> • Collaborated with Treasury and other bureaus for a Treasury-wide Hispanic Heritage Month event. • Facilitated monthly HBAWG meetings. • Conducted barrier analysis training for HBAWG, March 28-30, 2023. • HBAWG developed survey questions to ask EO/ERG members to elicit information on employees' perceptions as to why there is low participation of Hispanic males in positions RA, GS-12-15 and to receive recommendations to mitigate. • FY 23 data on Hispanic males, through Q3: <ul style="list-style-type: none"> ➤ RA, Grades 12-15: 4.44% (OCLF 5.0%) The total participation rate indicates that Hispanics do have a trigger when compared to the Occupational Civilian Labor Force (OCLF) rate. • Participation rates of Hispanic population by grades <ul style="list-style-type: none"> ➤ RA, GS-12: FY22 Q4 (6.05%) - FY23 Q3 (6.21%) = increase ➤ RA, GS-12: FY22 Q4 (3.89%) - FY23 Q3 (4.2%) = increase ➤ RA, GS-12: FY22 Q4 (3.8%) - FY23 Q3 (3.78%) = decrease ➤ RA, GS-12: FY22 Q4 (2.44%) - FY23 Q3 (2.08%) = decrease
FY2022	<p>Activities were affected due to competing priorities and increased attrition.</p> <ul style="list-style-type: none"> • Reviewed benchmarks & identified the following triggers: <ul style="list-style-type: none"> ➤ Grade Distribution - Hispanic males could have a glass ceiling or blocked pipeline in the following grades: RA (GS- 13, 14, 15 for FY19-21). ➤ External Applicants - Hispanic males could have a glass ceiling for external applicants in the following: RA (selected-FY20-21).

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	<ul style="list-style-type: none"> ➤ Internal/Competitive Promotions - Hispanic males could have a glass ceiling for internal promotions in the following: RA (selected-FY19-21). • HBAWG reviewed workforce demographic trends for the four major occupations and did not identify triggers in the Revenue Officer (RO) occupation. • Collaborated with Treasury and other bureaus for a Treasury-wide Hispanic Heritage Month event. • Conducted a diversity workshop at the Hispanic Internal Revenue Employees (HIRE) National Training Conference in August 2022. • Conducted barrier analysis training for HBAWG, 30 Jun 2022. • HBAWG updated section chief who is covering vacant SEPM position (as of July 2022) that leads HBAWG. • HBAWG agreed to develop questions to ask EO/ERG members to elicit information on employees' perceptions as to why there is low participation of Hispanic males in positions RA, GS-12-15 and to receive recommendations to mitigate. • FY 22 data on Hispanic males, through Q3: <ul style="list-style-type: none"> ➤ RA, Grades 12-15: 4.2% (OCLF 5.0%) <p>Senior executive service (SES) level, the participation rate of permanent Hispanic employees increased from 5.26 percent in FY21 to 5.6 in FY22</p>
FY2021	<ul style="list-style-type: none"> • HBAWG component teams were established and assigned to review trends within the four major occupations. • HBAWG provided an updated briefing on the scope of the review to EDI senior leadership and received approval and support to conduct the process. • During this fiscal year, the SEPM who lead the HBAWG resigned. Therefore, all planned activities were not completed. A new SEPM was selected at the end of the fiscal year, and will address planned activities for which dates have been modified. • Completed an analysis of Hispanic participation in leadership programs for trend assessment. Additional data determined that there could be triggers associated with Hispanic female participation which will be investigated in future analyses.
FY2020	<ul style="list-style-type: none"> • An updated analysis of FY17- FY19 data was completed for the four major occupations that have a career ladder that feeds into the SES level: RA, RO, CI and IT Specialist. The participation rate of Hispanic males in RA, CI, and IT were below the occupational civilian labor force, in the grades 12-14; Hispanic males are not being selected for internal promotions in the RO occupation; and Hispanic males are not being hired in the CI and IT Specialist occupations.

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	<ul style="list-style-type: none"> • A charter was developed to begin the process of establishing the HBAWG. The HBAWG includes stakeholders from the EDI office, HCO, employee resource groups, and business operating divisions. • The Chief Diversity Officer (CDO) was briefed on the triggers and analysis of RA, RO, CI, and IT Specialist for Hispanic males. • The team received support to move forward to conduct the barrier analyses.
FY2019	<ul style="list-style-type: none"> • In November 2018, the CDO signed a memorandum of understanding with the president of National IMAGE, Inc. an external employee organization, to engage in a partnership to identify issues of mutual interest and promote equal access to employment and career advancement opportunities. • An analysis of the 2018 data provided for the four major occupations that have a career ladder which may feed to the SES level: RA, RO, CI and IT. Triggers were identified in the participation of Hispanic males. • SEPM attended monthly meetings with the National Council for Hispanic Employment Program Managers to identify hiring and retention best practices shared by other federal agencies. • SEPM was on detail during a majority of this period; as such, there were minimal actions taken during this reporting period.
FY2018	<ul style="list-style-type: none"> • EDI conducted a panel discussion on 11/15/2017 for all IRS managers to address retention, career development and upward mobility for the Hispanic workforce. • SEPM identified HCO points of contact to partner on recruitment efforts. • SEPM met with the Hispanic Internal Revenue Employees (HIRE) president and vice-president on 03/07/2018 to share the results from the HBAWG. • SEPM hosted a focus group meeting during the HIRE business meeting in August 2018 to gather information on possible barriers for upward mobility (GS-12 and above). As a result, the SEPM will partner with the HIRE mentoring program that will roll out in FY19. The SEPM will share job announcements with HIRE for dissemination. • In April 2018, the EDI executive director participated in the interview panel for CDP. • EDI issued a memorandum to the Information Technology Operating Division to encourage diversity in their hiring surge of IT professionals. • To assist with recruitment efforts, the acting associate director (AAD) of the diversity and inclusion division (DID) and the SEPM: <ul style="list-style-type: none"> ○ Participated in the National IMAGE, Inc. conference ○ Conducted five workshops ○ Met with the executive board of National IMAGE, Inc. to discuss a possible MOU between the IRS and National IMAGE, Inc. ○ The AAD of DID participated in the SES roundtable and speed mentoring event at the Department of Labor where she provided career advice and shared why IRS is an employer of choice.

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FY2017	<p>EDI reviewed workforce participation data on Hispanic males by major occupation: RA (Series GS-512); RO (Series GS-1169); CI (Series GS-1811); and IT Specialist (Series GS-2210).</p> <ul style="list-style-type: none">• Conducted an applicant flow analysis on these four major occupations for FY14 - FY16 to determine if Hispanic males were promoted at a higher or lower rate than their participation rate for external applicants as well as internal/competitive promotions.
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MD-715 – Part I
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
	A4	In FY2018, the participation rates of White, Hispanic, Asian, and African American/Black employees in the Executive Readiness (XR) program were below their availability in the GS 14-15 permanent workforce. Since there were varying improvements in triggers for different racial and gender groups in the 2019 XR announcement, the Part I was closed. In FY21, the MD-715 Part I was reopened due to feedback from Treasury. Concerns were raised that until the barrier is addressed (determining the factors) and the participation rates have increased for all groups, this Part I should remain open. Subsequently, an applicant flow analysis of the 2021 XR announcement was conducted identifying consistent triggers for African American/Black males and Asian males. The Office of Equity, Diversity and Inclusion established a Barrier Analysis Project Team to further investigate to determine if barriers existed for any of these groups.

EEO Group(s) Affected by Trigger

EEO Group	
Black or African American Females	X
Black or African American Males	X
Hispanic Females	X
Asian Males	X

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Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Information collected from Relevant Civilian Labor Force (RCLF), IRS total workforce, feeder pool (GS14-GS15 Equivalent), and SES workforce data
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	Yes	Top issues identified: need to do a better job with leadership succession planning and forecasting leadership needs; improvements needed in the application, ranking, and rating processes; need to identify potential candidates early in their careers.
Interviews	Yes	In 2018, interviews with Human Capital Office (HCO) XR program managers, embedded HCO program managers and embedded EDI Directors revealed the top barriers to applying to the XR program: lack of mobility/relocation, near retirement, and applicants lack information on program requirements and how to apply for program, including writing and interviewing skills. In FY 23, interviews were conducted with the IRS BOD/Office Talent Review Boards and their XR Point of Contacts, and the HCO XR Program Managers.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	Yes	2014-2019, 2021, 2022 Applicant Flow Data for XR Program

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Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No.	No; will continue further analysis.

Statement of Identified Barrier(s)

Description of Policy, Procedure or Practice
In 2015, OPM determined that the IRS could not use the Executive Endorsement form in determining eligibility of applicants so that practice was discontinued. Beginning in 2017, the agency implemented the use of an Acknowledgement form (F15013) as part of the XR application process. The Acknowledgement form was used by the applicant's business unit (BU) or organization's executive to provide an assessment of the applicant and certify their Leadership Succession Review (LSR) rating. Since 2018, F15013 is no longer mandatory; it is up to executives to decide if they want to use the F15013 or not. The IRS used survey tools to determine the impact of this practice. As a result of inconsistency in the use of F15013, HCO recommended not using this form. In the interim, HCO modified the form to have zero bearing on an applicant's rating. As time passed, the IRS identified where Black and Asian males are not being selected at the rate of the participation in the workforce. However, in mid-2023, the scope of the barrier analysis was expanded to include all EEO groups (African American/Black, Asian, Hispanic, and White).

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Review the selection criteria to determine which factor(s) are causing the undesired results.	10/02/2017	09/30/2020	Yes	09/30/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Diversity Officer	Carrie Y. Holland	No
IRS Human Capital Officer	Traci DiMartini	No

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Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
02/28/2018	Arrange qualification and selection data by gender.		03/30/2018
03/30/2018	Conduct a meeting with IRS employee organizations to discuss methods to increase participation in the XR program.	03/30/2018	03/30/2018
04/28/2018	Partner with HCO to review vacancy announcements, identify qualifications and assess standards/requirements for the program.	07/30/2018	07/30/2018
06/30/2018	Partner with the BU XR Points of Contact (POC) to obtain information they may have on the XR process.	09/30/2018	08/30/2018
06/30/2018	Partner with HCO XR POCs to validate information on the XR process.	09/30/2019	09/30/2019
08/31/2018	Prepare a report to summarize interview data on the recruitment and selection processes.	12/30/2019	12/30/2019
10/01/2018	Conduct a survey of all GS-14/15 and IR equivalent (IR-01, 03 & 04) applicants to assess their experience in applying to the XR program.	05/30/2019	05/30/2019
03/28/2019	Analyze preliminary data from HCO and BU XR POCs interviews and focus groups.	07/30/2019	07/30/2019

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Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2020	Complete team analysis of focus groups and survey data		12/30/2019
09/30/2020	Partner with HCO XR Readiness Assessment Team to review the XR Development Program and make recommendations.		09/30/2020
09/30/2020	Prepare report of team findings and recommendations and share with stakeholders.		9/30/2020
09/30/2021	Conduct an applicant flow analysis to include FY2021 XR announcement results to determine if improvements have been made. If not, determine next steps.		09/30/2021
09/20/2022	Create a cross-functional barrier analysis team to review triggers, identify barriers and make recommendations to eliminate barriers for remaining groups (AM and BM).		08/25/2022
09/30/2022	Conduct an applicant flow analysis to include FY2022 XR announcement results to determine if improvements have been made. If not, determine next steps.		02/02/2022
9/30/2022	Provide barrier analysis training to team.		09/15/2022
12/31/2023	Facilitate focus group interviews with XR selectees and non-		

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Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	selectees (not referred/not selected, referred/not selected, and referred/selected) in partnership with the EDI Agencywide Strategy & Roadmap team.		
03/31/2024	Analyze focus group results.		
07/30/2024	Develop final report of findings and brief leadership.		
02/28/2023	Develop and implement action plan to mitigate low participation rates of African American/Black males and females, Hispanic Females, and Asian males in the XR leadership development program.	09/30/2024	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	<ul style="list-style-type: none"> The purpose of the XR barrier analysis (BA) is to identify any barriers in the IRS' policies, practices, procedures, and conditions that may be impeding the employment rights of IRS employees to participate equitably in this program. The cross-functional XR barrier analysis team met bi-weekly to obtain, review, and analyze data. To date, the team has reviewed XR Program policies and procedures and changes made to the XR Program in 2020. The team developed interview questions and interviewed executive members of each BOD/Office Talent Review Board and their respective XR Program POCs who are responsible for ranking, interviewing, and selecting XR participants. Follow-up interviews were conducted as necessary. The interviews were conducted to determine how each BOD manages their XR program and to identify inconsistencies, gaps and best practices. The HCO XR Program Managers were also interviewed to fully understand how the XR Program presently runs and how it previously operated. Additionally, the team reviewed workforce data and applicant flow data from 2018 through 2022. Based on their preliminary findings, the team is now drafting a report that will include inconsistencies, barriers, and recommendations for improvements to the rankings, interview, and selection processes. The final report will be shared with BOD executives to approve and implement recommendations. Once recommendations are implemented and barriers have been removed, this Part I will be closed.

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2022	<ul style="list-style-type: none"> • EDI Analytics analyzed the selection data from the 2021 XR announcement and determined that although the selection rates of African American/Black females and Hispanic females were below their respective qualified rates in the FY2021 announcement, they improved in FY2022 and no longer indicate a trigger. • An applicant flow analysis of the 2022 XR Program was completed. There were 194 applicants, 168 qualified applicants and 57 selections. This announcement was compared to the 2021 announcement which resulted in the following: <ul style="list-style-type: none"> ○ Black females saw improvements from FY2021. Black females were on par with their qualified and selection rates at 21% and were above their participation rate in the GS 14/15 feeder pool at 15%. ○ A trigger continued for the selection of Black males. The qualified rate of Black males (21%) exceeded their applicant rate of 19%. However, Black males selected were 11% and reflects a decrease. Their selection rate is higher than their 14/15 pool of 9%. ○ Hispanic females improved in the percentage of applicant, qualified, and selection in FY2022. Hispanic female applicant and qualified rates were on par at 2% and their selection rate was at 5%. Hispanic females' participation rate in the GS 14/15 feeder pool was 3%. ○ Hispanic males improved in the percentage of applicant, qualified, and selection in FY2022. Hispanic males were on par with their qualified and selection rates of 2%. However, these rates were just below their participation in the GS 14/15 feeder pool of 3%. ○ Asian females were on par with their applicant, qualified, and selection rates at 4%. However, these rates were just below their participation in the GS 14/15 feeder pool of 5%. ○ Asian males continued to have a trigger in selections. Asian males were on par with their applicant and qualified rates at 12%. However, Asian males selected were 9%, which is less than the qualified rate, but is an all-time high from previous years. Overall, they improved and are better than their 14/15 pool of 7%. • A cross-functional team was created to identify potential barriers and make recommendations to increase the participation rates of Black and Asian males in the XR leadership development program.
2021	<ul style="list-style-type: none"> • This Part I was reopened in FY2021 because of feedback received from Treasury. Concerns were raised with closing out this Part I until the barrier is addressed (determining the factors) and the participation rates have increased. • In FY2021, IRS conducted an applicant flow analysis of the 2021 XR Program. There were 209 applicants, 165 qualified applicants and 52 selections. This announcement was compared to the 2018 and 2019 XR announcements which resulted in the following: <ul style="list-style-type: none"> ○ Overall, Asians have made improvements in applying, qualifying, and being selected. In FY2021, the application rate for Asians was 16% compared to their participation rate of 12% in the GS 14/15 feeder pool. However, while Asian females made up 5% of the GS 14/15 feeder pool

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	<p>only Asian females made up 4% of applicants. In FY2021, Asian males were selected at a rate of 4% which is far below their qualified rate of 11%.</p> <ul style="list-style-type: none"> ○ Overall, the rates for Hispanics have remained somewhat consistent in applying and qualifying. The Hispanic application rate has been on par with their participation in the GS 14/15 feeder pool at 6%. In FY2021, their selection rate dramatically decreased from the prior years (FY2018 and FY2019). However, in FY2021, there were no Hispanic females selected. Hispanic males increased from none in FY18 to 2% in both FY2019 and FY2021. ○ Overall, Blacks have improved in applying, qualifying, and being selected since FY18. However, they were selected far below their qualified rate. Blacks continue to apply above their participation rates in the GS 14/15 feeder pool. In the three years reviewed, Black females and males were selected below their qualified rate; rates of selection were at their highest in FY19. However, the difference between the selected rate and the qualified rate has been reduced for Black females.
<p style="text-align: center;">2020</p>	<ul style="list-style-type: none"> ● Redesigned the forecasting process to better align allocated slots to meet BU succession planning needs. ● Redesigned application process to better align with program goals, including eliminating the Acknowledgement Form (F15013) as part of the XR application process. ● Changed Ranking/Rating and Selection processes to be led by the respective business unit with HCO oversight. ● Developed a XR Application feedback form that will provide applicants with general feedback from their application review and general feedback from the interview panel for those who do not qualify or are not selected. This feedback is intended to assist non-selectees with identifying additional developmental actions that can be taken to improve for the next program announcement. ● Received Agency leadership approval on the following recommendations to help ensure a fair and objective XR program: <ul style="list-style-type: none"> ○ Conduct a review to determine if any disciplinary actions were taken against any of the XR ranking or interview panel members. ○ BU can invite an EDI Director or EDI representative to serve on interview panel as an observer or panel member. ○ Chief Diversity Officer will issue memo to executives encouraging use of diverse ranking and interview panels. ○ XR Interview panel should review "IRS Selecting Official's Interview Guide," Document 13264 (Rev. 10-2018) ○ XR Interview panel/Selecting Officials will be provided a training resource on Unconscious Bias ○ EDI will develop a Checklist for Raters and Interviewers as a reminder to complete above recommendations. ● The objective of this Part I has been completed. The IRS addressed the barrier of the Acknowledgement form (F15013) for XR candidates. In addition, IRS

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	<p>developed and implemented actions as identified in this plan to increase participation rates of minorities. The Agency will continue to monitor the participation rates of the XR program.</p>
<p align="center">2019</p>	<ul style="list-style-type: none"> • Analyzed data from interviews to identify preliminary barriers, actions that could improve the XR program, and best practices. • Concerns identified included but not limited to: <ul style="list-style-type: none"> ○ XR program Acknowledgement form ○ Many applicants close to retirement ○ Lack of mobility ○ Change in the tax law regarding moving expenses • A survey was developed in conjunction with Research, Applied Analytics & Statistics (RAAS) that was to be issued to all GS 14/15 and IR equivalent (IR 01, 03 & 04) employees in FY2019. However, this survey was not issued due to the formation of the HCO XR Assessment Project. • During the first quarter of FY2019, IRS implemented a cross-functional XR Assessment project team, consisting of members from HCO, LB&I, W&I, SB/SE, CI, and EDI, to conduct a 360-degree review of the XR program. The team conducted one-on-one interviews with executives, focus group discussions with recent XR graduates, and a survey of senior and front-line managers to understand their perceptions of the XR program and of senior manager development needs, respectively. • The team completed a process mapping of the XR process, defined the current problem and outlined the desired end state of the XR Program. The team also completed a process redesign and developed two options that would address senior leadership concerns: having cross-functional ranking panels or Business Operating Division (BOD) specific ranking panels. A decision was made to go with BOD-specific panels, meaning each BOD would rank their own applicants. • The team completed a preliminary review of the data gathered from the survey and focus group participants. Trends identified with the following recommendations: <ul style="list-style-type: none"> ○ Improve leadership succession planning and forecasting leadership needs ○ Improve application, ranking, and rating processes ○ Identify potential candidates early in their careers • The team looked at additional policies, procedures and practices related to the XR Program, and results were reported in FY2020 and a final report from the XR Assessment team was finalized by 9/30/2020. • In FY2019, IRS continued to review and analyze the applicant, qualified, and selection data from the 2019 XR announcement which revealed there were no triggers in the applicant pool, qualified pool, or selections for any groups except White Female applicants and Black Female selections. <p>This is a vast improvement from the last announcement and selections in 2017 which saw triggers in Hispanic Males, Black Males, Black Females, Asian Males, and White Females. IRS will continue to monitor the impact on these groups because of any changes to the XR Process implemented as a result of the XR Assessment Project.</p>

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2018	<ul style="list-style-type: none">• Multi-year XR vacancy announcements reviewed to determine potential impact on XR selection process.• EDI presented a two (2) year overview of XR analysis completed to the Employee Organizations/Employee Resource Groups (EO/ERG).• EDI participated in the FY18 IRS Women's History Month program. Presentation focused on IRS leadership development and mentoring programs. Nearly 150 employees participated.• FY18 XR program announcement was publicized on the IRS internal website.• Lunch and Learn XR application preparation calls sent to EO/ERG Presidents in April for distribution.• Interviews were conducted with HCO XR national program managers, embedded XR program HCO personnel and the embedded EDI Directors to share XR program best practices. Concerns raised included but not limited to:<ul style="list-style-type: none">○ XR program Acknowledgement form○ Many applicants close to retirement○ Lack of mobility○ Change in the tax law regarding moving expenses• An initial survey was conducted of all GS 14/15 and IR equivalent (IR 01, 03 & 04) applicants.• In July, Research, Applied Analytics & Statistics (RAAS) reviewed the survey and incorporated their suggestions.• In September, the final survey was modified to include all revisions and will be issued in FY2019.
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MD-715 – Part J

Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- | | | |
|--------------------------------|-------|------|
| a. Cluster GS-1 to GS-10 (PWD) | Yes 0 | No X |
| b. Cluster GS-11 to SES (PWD) | Yes 0 | No X |

- The PWD participation rate (13.62%) exceeded the 12% benchmark for the grade cluster GS-1 to GS-10 so it is not a trigger.
- The PWD participation rate (13.97%) exceeded the 12% benchmark for the grade cluster GS-11 to SES so it is not a trigger.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- | | | |
|---------------------------------|-------|------|
| a. Cluster GS-1 to GS-10 (PWTD) | Yes 0 | No X |
| b. Cluster GS-11 to SES (PWTD) | Yes 0 | No X |

- The PWTD participation rate (3.44%) exceeded the 2% benchmark for the grade cluster GS-1 to GS-10 so it is not a trigger.
- The PWTD participation rate (2.79%) exceeded the 2% benchmark for the grade cluster GS-11 to SES so it is not a trigger.

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

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The Internal Revenue Service (IRS) continues to uphold its commitment to being a model employer by ensuring participation of people with disabilities in the workforce aligns with the numerical goals as established by the Equal Employment Opportunity Commission (EEOC). During FY 2023, the IRS continued to share hiring summaries on a biweekly basis with the Veteran Employment and Schedule A coordinators within each business unit for dissemination throughout the IRS. Additionally, the numerical goals were briefed to senior leadership and front-line managers during annual commitment meetings. Some of the following activities demonstrate our efforts to further improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities: Managers are required to take annual training delivered by the internal Integrated Talent Management (ITM) training modules, which include a large range of topics that cover a broad scope of disability protocol, noncompetitive hiring authority regulations and the processing of reasonable accommodation requests; Training on the Schedule A hiring authority was provided by the IRS Policy and Execution office in November of 2022; The Human Capital Office (HCO) stood up a new Special Emphasis Program Branch which falls under the Strategic Talent Analytics and Recruitment Solutions (STARS) Department was stood up in 2022 and has 15 Recruiter and HR Specialist allocations dedicated to hiring Veterans, Disabled Veterans, Person with Disabilities (PWD), and Persons with Targeted Disabilities (PWTD).

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the agency's plan to improve the staffing for the upcoming year.

Yes No **X**

See MD-715, Part H. B.4

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

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Disability Program Task	# Of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	13	0	0	Christopher White, Branch Chief, Special Emphasis Programs, Strategic Talent Analytics & Recruitment Solutions (STARS) Talent Acquisition (TA) Christopher.s.white@irs.gov
Answering questions from the public about hiring authorities that take disability into account	13	0	0	Christopher White, Branch Chief, Special Emphasis Programs, Strategic Talent Analytics & Recruitment Solutions (STARS) Talent Acquisition (TA) Christopher.s.white@irs.gov
Processing reasonable accommodation requests from applicants and employees	45	0	0	Elizabeth Flores-Velasquez Associate Director, Disability Services Division, Office of Equity, Diversity and Inclusion (EDI) Elizabeth.A.Velasquez@irs.gov
Section 508 Compliance	6	0	0	Maureen Goulder Supervisory Supply Management Specialist, Wage and Investment (W&I), Customer Assistance, Relationship & ED (CARE), Media & Publications Distribution, Knowledge Services Maureen.p.goulder@irs.gov
	19	0	0	Terri Triggs Supervisory IT Program Manager, Information Technology (IT), ACIO Strategy & Planning, Business Planning and Risk Management, Information Resources Accessibility Program (IRAP) Office theresa.triggs@irs.gov
		1		Robyn F. Luchau Human Resource Specialist Strategic Talent Analytics & Recruitment Solutions (STARS) Talent Acquisition (TA) robyn.f.luchau@irs.gov
Architectural Barriers Act Compliance	0	0	315	Joseph J. Colaciello Program Manager, Facilities Management and Security Services

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				(FMSS) Joseph.j.colaciello@irs.gov
Special Emphasis Program for PWD and PWTD	13	0	0	Christopher White, Branch Chief, Special Emphasis Programs, Strategic Talent Analytics & Recruitment Solutions (STARS) Talent Acquisition (TA) Christopher.s.white@irs.gov
	1	0	0	Michael Sebastiani (Acting) Diversity & Inclusion (D&I) Associate Director, EDI, D&I Division michael.sebastiani@irs.gov Brenda Gillison Disability Special Emphasis Program Manager (SEPM), EDI, Diversity Strategy and Proactive Resolution Services Brenda.gillison@irs.gov

3. <Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Yes No

The IRS continues to regularly provide its disability program staff with the most up to date training available to ensure superior performance and service to its customers. All newly hired Reasonable Accommodation Coordinators (RACs) are required to complete a comprehensive curriculum of RA training and receive “On the Job Instruction (OJI)” to successfully perform their duties. In FY 2023, the RACs attended a three-day Continuing Professional Education (CPE) in-depth training event and received briefings throughout the year on significant case decisions to further inform their activities. Furthermore, the IRS Integrated Talent Management (ITM) training system, provides ongoing access for self- covering a broad scope of disability protocol, non-competitive hiring authority regulations, and case processing. Training was also provided on the Schedule A Hiring Authority on November 9, 2022.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes 0 No X

Equity, Diversity and Inclusion’s (EDI) Disability Services Division hired 10 Reasonable Accommodation Coordinators (RACs) to augment its current resources in response to a deluge of RA requests made in connection with the Service’s evolving approach to accomplishing its mission in the pandemic environment including where work is performed. EDI’s Request for organizational change to create a fourth Reasonable Accommodation Team was approved and EDI is now in the process of establishing Territory Manager and Senior RAC positions to manage the additional RACs. The additional staffing is expected to contribute to significant reductions in RA case inventories and ultimately to reduced processing times. As of September 29, 2023, the number of RA cases in inventory has decreased by 22.32% from 3,086 to 2,397 cases respectively. The IRS will assess to what extent additional staffing is needed to address the current RA workload as well as the expected increase in demand for services due to the IRS’s plans to hire significant numbers of employees in the coming months and years.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTD.

A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

The IRS continues to promote the improvement of recruitment, hiring, retention and advancement of individuals with disabilities in the federal workforce.

The USAJOBS Agency Talent Portal is used to recruit individuals with disabilities for jobs and to promote IRS careers and participation. All applications to IRS vacancy announcements allow candidates to self-identify disabilities, although this is not a requirement for applicants to complete. Additionally, a repository announcement was re-posted to USAJobs in October 2022 to collect resumes from potential job seekers who may have eligibility for the Schedule A Hiring Authority (fiscal year to date, there

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are over 13,000 applicants). This repository is used to allow managers the ability to submit requests for resumes of those eligible for the Schedule A hiring authority. The repository is reposted in October of each new fiscal year. In FY 23, the Strategic Talent Analytics & Recruitment Solutions (STARS) Office continued to maintain its commitment to attract and retain qualified, diverse candidates to reflect the population we serve. During this time, the IRS conducted a total of 103 recruitment events, 29 onsite Direct Hiring Authority (DHA) events, 46 Schedule A Recruitment Events and 2 Ability Virtual Job Fairs.

The IRS conducted an in-person workshop titled “Providing Reasonable Accommodation for Qualified Individuals with Disabilities” at the 2023 Deaf In Government (DIG) National Training Conference held at American University, School of Law in June 2023 (45 attendees). The theme for the conference was “Advancement Through Accessibility” and built upon Executive Order 14035: Diversity, Equity, Inclusion and Accessibility (DEIA) in the Federal Workforce. The overarching goal for the event was to build a bridge within the government using the “A” in DEIA by collaborating with agencies to support Deaf, Deaf/Blind, and Hard of Hearing employees throughout all levels of government.

Due to medical requirements for law enforcement positions in the Criminal Investigations Division, the IRS Specialty Hiring Team focused on enhancing internships and the hiring of transitioning military members, veterans, PWD, and PWTD. The IRS continues to assess risks and potential liabilities in the disability area for Special Agents to ensure that all leaders, managers, and employees working in this job series (1811) are aware that applicants can be individuals with a disability and request a reasonable accommodation to meet both the qualifications for the job and the required medical standards required as a law enforcement official.

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency’s use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

The IRS uses the Schedule A Hiring Authority and the 30% or more Disabled Veteran Hiring Authority to recruit and hire persons with disabilities. The Human Capital Office (HCO) takes disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

In response to an expected hiring surge, the IRS hired 11,293 employees under the Direct Hiring Authority (DHA) with an additional 3,823 new hires pending the

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onboarding process. These recruitment efforts targeted 127 Pathway candidates and 36 Schedule A candidates who qualified under special hiring authorities.

The Special Emphasis Program Branch of the Strategic Talent Analytics and Recruitment Solutions (STARS) Department allocated 15 Recruiter and HR Specialist positions dedicated to hiring Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD).

STARS manages the Veteran Program Office (VPO) who conducts monthly meetings with Veteran Employment Coordinators (VECs) from each Business Operating Division (BOD) in order keep all BODs engaged and informed on all veteran actions for IRS employees. This effort keeps all IRS Veterans informed on their benefits and upcoming actions that impacts them. The VPO also shares veterans recurring events with all BODs in an effort to meet their hiring needs as demonstrated by the hiring of 773 Veterans, 1,297 People with Disabilities, and 31 Military Spouses thus far in FY23.

When management elects to fill a vacancy using non-competitive procedures, STARS provides them with qualified applicants from the repository in USAJobs.

Documentation of the applicant's disability is required for appointments of person(s) with disabilities of intellectual, psychiatric, and severe physical disabilities and the Schedule A Certification must contain an official organizational letterhead, reference to 5 CFR 213 3129(u), and a physical signature of the signee.

The IRS' recruitment strategy involves identifying best practices and looking for partnering opportunities within our business divisions during the recruitment process for both internal and external hires. The goal is to attract potential job candidates with culturally diverse backgrounds that reflects the taxpayers we service.

The IRS holds monthly Human Capital Board meetings and participates in recurring meetings with the embedded Director of Human Capital Resources and the Language Service Executive Advisory Council (LSEAC) to address any identified impediments related to EDI.

The IRS supports hiring by using non-competitive hiring authorities to identify and hire persons with disabilities. The broadest authority, Schedule A is open to all potential candidates who meet eligibility requirements. The IRS also identifies and hires eligible veterans using authorities addressing military service-connected disabilities - the 30% or More Disabled Veteran and the Veteran Recruitment Appointment authorities.

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3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

When management elects to fill a vacancy using non-competitive procedures, STARS provides them with qualified applicants from the repository in USAJobs.

Documentation of an applicant's disability is required for appointments of person(s) with disabilities of intellectual, psychiatric, and severe physical disabilities. Schedule A Certification must contain the following: an official organizational letterhead, reference to 5 CFR 213 3129(u), and a physical signature of the signee.

HCO determines if the individual is eligible for appointment under such authority and forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

Managers may request resumes from persons with disabilities from the IRS Schedule A resume repository, the 30% or More Disabled Veteran resume repository, or from a focused recruitment effort. HR will qualify promising resumes submitted for review via a hiring request through USA Staffing. HR will send back to the hiring manager resumes of qualified applicants for review and potential selection.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the agency's plan to provide this training.

Yes No N/A

Schedule A Employment Coordinators are invited to monthly planning meetings led by STARS and Schedule A Program Managers who provide training covering selection procedures and agency goals on hiring Schedule A, PWTD, and PWD applicants. Schedule A Employment Coordinators are encouraged to collaborate with the hiring managers on leveraging the Schedule A Hiring Authority to fill agency vacancies. The training covers legal use of the hiring authority, required documentation, how candidates are referred, and onboarding of these candidates.

The IRS has a Veterans Outreach Plan that reminds staff of the need to continue to fully commit to the IRS hiring initiative to ensure that qualified veterans have employment opportunities when they transition to civilian life. The outreach planned

activities are designed to educate about the recruitment, hiring and retention of veterans (including disabled veterans) in our workforce.

Hiring managers and analysts completed annual training for hiring veterans in Q3 and Q4, which included specific information on the non-competitive authorities available and the processes to hire disabled veterans.

Hiring managers receive additional information about hiring persons with disabilities in the managerial curriculum. The IRS also presented information about Schedule A and Veteran Hiring Authorities to executives. The presentations emphasized the benefits of hiring persons with disabilities and veterans, while encouraging them to use Schedule A and Veteran hiring paths when announcing positions on USAJobs for competitive announcements or USAStaffing for non-competitive recruiting.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

The IRS partners with the Workforce Recruitment Program (WRP) to locate candidates and post IRS vacancy announcements. The IRS also participates in the WRP's informational interviews for students with disabilities to provide them with career advice and opportunities for Federal employment.

In partnership with AbilityJobs.com, the IRS hosts virtual hiring events for PWD as well as monthly Schedule A virtual information sessions with job seekers to assist with barriers they may encounter when entering the federal workforce.

The IRS works closely with the leadership of the Council of State Administrators for Vocational Rehabilitation, and by extension, with the counselors who support local partners in states where IRS offices are located. The IRS also works with the National Industries for the Blind, SourceAmerica and other agencies to promote employment opportunities. Our points of contact encompass all 50 states including Washington, DC, and the territories and include over 710 rehabilitation services and agencies that include underserved populations.

The IRS works closely with counselors from the Veteran Readiness and Employment program in the Department of Veterans Affairs and has an established partnership with other veteran service organizations such as the Paralyzed Veterans of America.

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As part of the initiative to gather the best practices from other federal agencies, the IRS participates in the quarterly Equal Employment Opportunity Commission Federal Exchange on Employment and Disability (FEED), Human Capital Board and Language Service Executive Advisory Council (LSEAC) meetings to discuss and address any identified impediments related to EDI.

The IRS also prepares internal articles for EEO related issues, EDIA topics, work/life issues and special observance such as Hispanic Heritage Month, Black History Month, Women’s History Month, Autism Acceptance Month, AANHPI Heritage Month, Pride Month and National Wellness Month.

The IRS has active membership with the nationwide employee organization – “Deaf in Government” and internally participates in the agency’s IRS-DEAF Empowerment Advocacy Forum.

Internally, the Local Accessibility Coordinator (LAC) program continues to serve as a vital resource to ensure employees with disabilities receive or have the same access to services, programs, technology, electronic information, facilities and are included in activities and developmental opportunities as provided to those without disabilities.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If “yes”, please describe the triggers below.

a. New Hires for Permanent Workforce (PWD)	Yes X	No 0
b. New Hires for Permanent Workforce (PWTD)	Yes X	No 0

- The PWD new hires rate (11.33%) was less than the 12% benchmark so it is a trigger.
- The PWTD new hires rate (1.87%) was less than the 2% benchmark so it is a trigger.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

a. New Hires for MCO (PWD)	Yes 0	No 0
b. New Hires for MCO (PWTD)	Yes 0	No 0

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2024 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- | | | |
|--|-------|------|
| a. Qualified Applicants for MCO (PWD) | Yes 0 | No 0 |
| b. Qualified Applicants for MCO (PWTD) | Yes 0 | No 0 |

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2024 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- | | | |
|------------------------------|-------|------|
| a. Promotions for MCO (PWD) | Yes 0 | No 0 |
| b. Promotions for MCO (PWTD) | Yes 0 | No 0 |

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2024 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The IRS considers PWD/PWTD for advancement opportunities in various career developmental opportunities such as non-competitive details, promotions and internal merit promotions available to all employees agency wide. By proactively identifying barriers that could prohibit advancement of persons with disabilities, the IRS ensures sufficient opportunities for advancement exist. The Service adheres to established policies for advertising advancement opportunities as widely as possible and provides assistance to all employees in identifying and using tools and resources that will assist them in preparing for advancement opportunities in a fair and consistent manner.

All IRS USA Job announcements contain language indicating the Federal hiring process is setup to be fair and transparent. Each announcement contains Equal Employment Opportunity guidance which states in part that the U.S. Government does not discriminate in employment on the basis of disability. The announcements also contain Reasonable Accommodation Policy guidance for applicants and employees.

The IRS adheres to these policies to ensure PWD, including PWTD have sufficient opportunities for advancement. A link to the OPM.gov Policy, Data, Oversight - Disability Employment webpage is included in each announcement.

All IRS employees are provided information on the IRS RA Policy to ensure PWD, including PWTD have sufficient opportunities for advancement.

Adaptive equipment, services, training and maintenance that makes it possible for IRS employees with a qualified disability is granted to fulfill their job duties. For example, this reporting period a ramp for an employee with a qualified disability was constructed.

In FY 23, due to an increase in RA requests for 100% remote work (permanent and temporary), proactive steps were taken to assist with the prompt processing of the requests. This included regular collaborations with management and HQ Disability Services Division, the implementation of a newly established internal RA Flow Charts for Managers outlining the RA process, and the implementation of an internal policy that included Human Capital Board (HCB) decisions on RA requests for 100% remote work (permanent or temporary) in providing efficient internal RA accommodations.

B. CAREER DEVELOPMENT OPPORTUNITIES

1. Please describe the career development opportunities that the agency provides to its employees.

The IRS participates in the Leadership Succession Review to ensure all employees are prepared for leadership positions of increased scope of responsibility. Additionally, the IRS has agency-wide career development programs that support employee development in both technical and leadership competencies. Career development tools include but are not limited to: Details offered through the Service-wide Opportunity Listing website; Career Learning Plans (CLP) jointly developed by employees and their managers; Leadership Succession Review (LSR) process, which provides the opportunity for all employees interested in becoming managers to become actively involved with their development; Front Line Readiness Program (FLRP), designed to develop employees for front line manager positions; Senior Manager Readiness Program (SMRP), designed to develop competencies and skills necessary to prepare participants for Senior Manager (SM) positions; Executive Readiness (XR) Program, designed to identify and develop those interested in becoming an executive; SES Candidate Development Program (CDP), used to identify, develop, and select career Senior Executive Service (SES) members.

In addition, IRS has mentoring and coaching programs available to those interested in improving their skills. Although the programs are not competitive, management approval is required.

The IRS advertises career developmental opportunities such as the Mock Interview process, On-the-Job training (OJT) and Classroom Instructor Training (CIT) for Case Advocates and Technical Advisors. Help is available to employees who need assistance applying. Monthly Lunch & Learn sessions are held virtually as an effective way to communicate and educate employees on EEO policy, career development opportunities, and to emphasize the contributions of persons with disabilities.

The IRS also has other programs to support career development for all employees in both technical and leadership competencies. Career development tools include, but are not limited to:

1. Detail assignment opportunities offered through the Service-wide Opportunity Listing website
2. Career Learning Plans (CLP) developed jointly by employees and their managers
3. Leading Leaders designed to develop competencies and skills necessary to prepare participants for Senior Manager (SM) positions

Coaching Program:

Applicant data is not available. There were 212 participants in the IRS Coaching program that served as coaches or were coached. Only 222 (10.36%) were PWD which is below the 12% goal. Although the percentage of participants with PWD is below the PWD goal, we cannot determine whether triggers exist for applicants since data is not available on the entire applicant population.

Relevant Pool: Total Permanent Workforce – PWD: 13.63%

Detail Opportunities Program:

The Detail Opportunities Program had a Relevant Pool of 13.63%. There was a total of 10,850 applicants; 2168 (19.98%) were PWD. A total of 65 (14.94%) of the 435 selectees were PWD. Therefore, IRS does not have a trigger in applicants or selections in the Detail Opportunities Program.

Relevant Pool: Total Permanent Workforce - Grade equivalent 11s through 15s – PWD: 13.84%

Leadership Development Programs:

Applicant data is not available. The Relevant Pool of grade equivalent 11 through 15 is 13.84%. The IRS had 483 total participants in all its leadership development programs combined. Of the 483, 45 (9.32%) participants were PWD. The Candidate Development Program (CDP) had a total of 30 participants; 4 (13.33%) participants were PWD. The Executive Readiness (XR) Program had a total of 60 participants; 8 (13.33%) participants were PWD. The Leading Leaders Readiness Course had a total of 79 participants; 8 (10.13%) participants were PWD. The Frontline Leader Readiness Program had a total of 314 participants; 25 (7.98%) participants were PWD. IRS has a trigger in its LLRC and FLRP competitive leadership development programs selections since the percentage was lower than the relevant pool.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- | | | |
|----------------------|-------|------|
| a. Applicants (PWTD) | Yes 0 | No X |
| b. Selections (PWTD) | Yes X | No 0 |

Internship Programs:

Applicant data is not available. There were 118 participants in various IRS Internship and Recent Grads programs; 4 (3.39%) were PWTD which is above the 2% goal. Therefore, no trigger exists for selections in the Internship programs. However, we cannot determine whether triggers exist for applicants since data is not available on the entire applicant population.

Mentoring Programs:

Applicant data is not available. There were 1003 participants in the various IRS Mentoring programs that served as mentors or mentees; 42 (4.19%) were PWTD, which is above the 2% goal. However, we cannot determine whether triggers exist for applicants since data is not available on the entire applicant population.

Coaching Program:

Applicant data is not available. There were 212 participants in the IRS Coaching program that served as coaches or were coached. Five (2.25%) were PWTD which is slightly above the 2% goal. However, we cannot determine whether triggers exist for applicants since data is not available on the entire applicant population.

Relevant Pool: Total Permanent Workforce – PWTD: 3.23%

Detail Opportunities Program:

The Relevant Pool of grade equivalent of the IRS permanent workforce for PWTD is 3.23%. There was a total of 10,850 applicants for the Detail Opportunities Program; 433 (3.99%) were PWTD. A total of 14 (3.22%) of the 435 selectees were PWTD. IRS does not have a trigger in either the applicants or selections of PWTD in the Detail Opportunities Program since the percentage for both applicants and selections are above the relevant pool.

Relevant Pool: Total Permanent Workforce - Grade equivalent 11s through 15s – PWTD: 2.82%

Leadership Development Programs:

Applicant data is not available. The Relevant Pool of the permanent workforce grade equivalent 11 through 15 is 2.82%. The IRS had 483 total participants in its leadership development programs. Of the 483, 12 (2.48%) participants were PWTD. The Candidate Development Program (CDP) had a total of 30 participants; 2 (6.67%) participants were PWTD. The Executive Readiness (XR) Program had a total of 60 participants; 1 (1.67%) participant was PWTD. The Leading Leaders Readiness Course had a total of 79 participants; 1 (1.27%) participant was PWTD. The Frontline Leader Readiness Program had a total of 314 participants; 8 (2.55%) participants were PWTD. IRS has a trigger in its XR and LLRC leadership development program selections since the percentage was lower than the relevant pool. Information on the

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triggers found in the XR and LLRC leadership development programs for PWD will be shared with IRS leadership and the Barrier Analysis Working Group Lead.

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If "yes", please describe the trigger(s) in the text box.

- | | | |
|---|-------|------|
| a. Awards, Bonuses, & Incentives (PWD) | Yes X | No 0 |
| b. Awards, Bonuses, & Incentives (PWTD) | Yes X | No 0 |

Total Time-Off Awards 1-10 Hours:

- The inclusion rate for PWD (9.03%) was less than the no disability inclusion rate (10.66%) so there is a trigger.
- The inclusion rate for PWTD (9.85%) was less than then the no disability inclusion rate (10.66%) so there is a trigger.
- Total Time-Off Awards 11-20 Hours:

The inclusion rate for PWD (7.68%) was less than then the no disability inclusion rate (9.25%) so there is a trigger.

The inclusion rate for PWTD (8.56%) was less than then the no disability inclusion rate (9.25%) so there is a trigger.

- Total Time-Off Awards 21-30 Hours:

The inclusion rate for PWD (5.06%) was less than then the no disability inclusion rate (5.78%) so there is a trigger.

The inclusion rate for PWTD (5.32%) was less than then the no disability inclusion rate (5.78%) so there is a trigger.

- Total Time-Off Awards 31-40 Hours:

The inclusion rate for PWD (15.89%) was less than then the no disability inclusion rate (17.27%) so there is a trigger.

The inclusion rate for PWTD (19.13%) was greater than then the no disability inclusion rate (17.27%) so there is not a trigger.

- Total Cash Awards \$500 Under:

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The inclusion rate for PWD (13.96%) was less than the no disability inclusion rate (15.66%) so there is a trigger.

The inclusion rate for PWTD (16.79%) was greater than then the no disability inclusion rate (15.66%) so there is not a trigger.

- Total Cash Awards between \$501 and \$999:

The inclusion rate for PWD (12.47%) was less than then the no disability inclusion rate (14.85%) so there is a trigger.

The inclusion rate for PWTD (14.53%) was less than then the no disability inclusion rate (14.85%) so there is a trigger.

- Total Cash Awards between \$1000 and \$1999:

The inclusion rate for PWD (20.04%) was less than then the no disability inclusion rate (22.47%) so there is a trigger.

The inclusion rate for PWTD (23.55%) was greater than then the no disability inclusion rate (22.47%) so there is not a trigger.

- Total Cash Awards between \$2000 and \$2999:

The inclusion rate for PWD (8.39%) was less than then the no disability inclusion rate (10.77%) so there is a trigger.

The inclusion rate for PWTD (8.77%) was less than then the no disability inclusion rate (10.77%) so there is a trigger.

- Total Cash Awards between \$3000 and \$3999:

The inclusion rate for PWD (8.45%) was less than then the no disability inclusion rate (11.96%) so there is a trigger.

The inclusion rate for PWTD (9.92%) was less than then the no disability inclusion rate (11.96%) so there is a trigger.

- Total Cash Awards between \$4000 and \$4999:

The inclusion rate for PWD (1.01%) was less than then the no disability inclusion rate (1.80%) so there is a trigger.

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The inclusion rate for PWTD (0.93%) was less than then the no disability inclusion rate (1.80%) so there is a trigger.

- Total Cash Awards greater than \$5000:

The inclusion rate for PWD (0.57%) was less than then the no disability inclusion rate (1.52%) so there is a trigger.

The inclusion rate for PWTD (0.68%) was less than then the no disability inclusion rate (1.52%) so there is a trigger.

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

- | | | |
|-------------------------|-------|------|
| a. Pay Increases (PWD) | Yes X | No 0 |
| b. Pay Increases (PWTD) | Yes X | No 0 |

- The inclusion rate for PWD (3.28%) was less than then the no disability inclusion rate (3.85%) so there is a trigger.
- The inclusion rate for PWTD (3.63%) was less than the no disability inclusion rate (3.85%) so there is a trigger.

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

- | | | | |
|--------------------------------------|-------|------|-------|
| a. Other Types of Recognition (PWD) | Yes 0 | No 0 | N/A X |
| b. Other Types of Recognition (PWTD) | Yes 0 | No 0 | N/A X |

N/A

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D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. SES

i. Qualified Internal Applicants (PWD)	Yes 0	No 0
ii. Internal Selections (PWD)	Yes 0	No 0

b. Grade GS-15

i. Qualified Internal Applicants (PWD)	Yes 0	No 0
ii. Internal Selections (PWD)	Yes 0	No 0

c. Grade GS-14

i. Qualified Internal Applicants (PWD)	Yes 0	No 0
ii. Internal Selections (PWD)	Yes 0	No 0

d. Grade GS-13

i. Qualified Internal Applicants (PWD)	Yes 0	No 0
ii. Internal Selections (PWD)	Yes 0	No 0

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2. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. SES

i. Qualified Internal Applicants (PWTD)	Yes 0	No 0
ii. Internal Selections (PWTD)	Yes 0	No 0

b. Grade GS-15

i. Qualified Internal Applicants (PWTD)	Yes 0	No 0
ii. Internal Selections (PWTD)	Yes 0	No 0

c. Grade GS-14

i. Qualified Internal Applicants (PWTD)	Yes 0	No 0
ii. Internal Selections (PWTD)	Yes 0	No 0

d. Grade GS-13

i. Qualified Internal Applicants (PWTD)	Yes 0	No 0
ii. Internal Selections (PWTD)	Yes 0	No 0

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2024 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. New Hires to SES (PWD)	Yes 0	No 0
b. New Hires to GS-15(PWD)	Yes 0	No 0
c. New Hires to GS-14 (PWD)	Yes 0	No 0
d. New Hires to GS-13(PWD)	Yes 0	No 0

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4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. New Hires to SES (PWTD)	Yes 0	No 0
b. New Hires to GS-15 (PWTD)	Yes 0	No 0
c. New Hires to GS-14(PWTD)	Yes 0	No 0
d. New Hires to GS-13 (PWTD)	Yes 0	No 0

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2024 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

5. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

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- a. Executives
 - i. Qualified Internal Applicants (PWD) Yes 0 No 0
 - ii. Internal Selections (PWD) Yes 0 No 0
- b. Managers
 - i. Qualified Internal Applicants (PWD) Yes 0 No 0
 - ii. Internal Selections (PWD) Yes 0 No 0
- c. Supervisors
 - i. Qualified Internal Applicants (PWD) Yes 0 No 0
 - ii. Internal Selections (PWD) Yes 0 No 0

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2024 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

6. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- a. Executives
 - i. Qualified Internal Applicants (PWTD) Yes 0 No 0
 - ii. Internal Selections (PWTD) Yes 0 No 0
- b. Managers
 - i. Qualified Internal Applicants (PWTD) Yes 0 No 0
 - ii. Internal Selections (PWTD) Yes 0 No 0
- c. Supervisors
 - i. Qualified Internal Applicants (PWTD) Yes 0 No 0
 - ii. Internal Selections (PWTD) Yes 0 No 0

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Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2024 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

- | | | |
|------------------------------------|-------|------|
| a. New Hires for Executives (PWD) | Yes 0 | No 0 |
| b. New Hires for Managers (PWD) | Yes 0 | No 0 |
| c. New Hires for Supervisors (PWD) | Yes 0 | No 0 |

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2023 submission. OCRE is hopeful that efforts made in FY 2024 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2024 report.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

- | | | |
|-------------------------------------|-------|------|
| a. New Hires for Executives (PWTD) | Yes 0 | No 0 |
| b. New Hires for Managers (PWTD) | Yes 0 | No 0 |
| c. New Hires for Supervisors (PWTD) | Yes 0 | No 0 |

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3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

Voluntary Separations (PWTD)	Yes X	No 0
Involuntary Separations (PWTD)	Yes X	No 0

- The inclusion rate for PWTD (11.33%) exceeded the inclusion rate for persons with no disability (9.86%) for voluntary separations so there is a trigger.
- The inclusion rate for PWTD (0.90%) exceeded the inclusion rate of persons with no disability (0.82%) for involuntary separations so there is a trigger.

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

Through the third quarter of FY23, of the permanent PWD that separated from the agency, 47.7% had resigned and 28.3% retired. The Exit Survey results (through July 2023) showed that most separating PWD (with known business units) retired (58.8%), resigned (23.1%) or transferred to another agency (6.8%). Across all groups of separating PWD, Job related stress had the strongest impact on their decision to separate from the agency (47.7%), followed by concerns with the amount of resources available to do their job (31.8%), their option to telecommute (31.8%), and their office’s morale (30.7%). More than half (54.8%) of PWD respondents indicated they would return to work after separating due to Job-Related Stress. Similarly, over three-fourths (76.2%) indicated that something could have been done to prevent them from separating.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency’s public website for its notice explaining employees’ and applicants’ rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

<https://www.irs.gov/about-irs/accessibility-notice-of-rights>

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2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

<https://www.irs.gov/pub/irs-utl/taxpayer-accessibility-guide.pdf>

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

Telecommunication Relay Service (TRS) is working with iYellow to prepare for Video Remote Interpreting (VRI) through Microsoft Teams. Previously, this option was only available for Video Phone to Video Phone. This feature will increase consumers capabilities and maximize the use of the Microsoft Teams platform.

The total number of sign language and Communication Access Realtime Translation (CART) services currently is an amazing 99.03% fill rate. The Disability Services Division (DSD) continues to pursue effective alternate solutions to ensure our consumers' needs are being met. DSD works closely with their contract vendor to identify hard-to-fill locations where our services are increasing due to IRS personnel being hired. Contract vendor is doing a great job in recruiting and vetting additional interpreters and cart writers in those hard-to-fill locations. Additionally, DSD Managers successfully filled vacant Sign Language Interpreter positions which will have a positive impact on future demand of DSD services.

In an effort to provide outstanding Sign Language Interpreting and CART services to our customers, two additional Sign Language Interpreters (SLI's) were hired to increase the footprint of their capability. As a result, backlogged requests for services due to vacancies were able to be filled.

The IRS is in the process of implementing a "ServiceNow" intake tool in order to optimize and modernize our capabilities to meet rising consumer needs. Additionally, this system allows for consumer to track pending assignment requests in real time status. Furthermore, the agency is planning to provide future training sessions intended for Managers of Deaf, and Hard of Hearing employees and training presentation of Understanding Sign Language Interpreters.

The IRS has been identified as the model to accommodate employees for SLI/CART services using Video Remote Interpreting.

The agency partnered with the U.S. State Department Interagency collaboration group to discuss the IRS delivery of SLI/CART services for consistency in delivery of services in the Federal Government. An overview of our delivery of services using a Contract Vendor, as well as our own IRS CADRE of interpreters was provided. The

goal was to make passport centers, American citizen offices and posts more accessible for the public. The State Department expressed KUDOS to the IRS for taking time out for the partner to raise the standard for interpreting services across federal agencies with national and international impact.

In FY23, EDI's Civil Rights Unit (CRU) conducted compliance visits at 120+ locations where taxpayers receive assistance from the agency, as well as programs conducted by its recipients of federal financial assistance. The compliance visits provided CRU with an opportunity to assess the accessibility of recipient programs and facilities for taxpayers in a proactive manner. Typically, recommendations on enhancing facility accessibility and access to programs/services are made during the compliance visits. CRU has prepared a report for the agency and its respective grant program offices to elevate findings and recommendations for improving program accessibility. In preparation of FY24, CRU has also conducted over 300 pre-award civil rights reviews of grant applications to certify that grant applicants have met their obligation to fulfill civil rights and accessibility reporting requirements.

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

In the first three quarters of FY23, the IRS received a total of 3,330 new reasonable accommodation (RA) requests and closed out an inventory of 3,645 requests in an average of 98 business days. Processing of RA requests was impacted by an extraordinary spike in receipts in FY22, including more than 5,400 in the 3rd and 4th quarters of FY22.

In addition to the increasing RA processing staff, the IRS is adjusting processes to increase efficiency and reduce the amount of time needed to fully address accommodation needs and afford effective accommodations for employees/applicants with disabilities. For example, where it is necessary to explore reassignment of an employee as an accommodation of last resort, it is conducting IRS and Treasury-wide job searches concurrently rather than consecutively. Additionally, RACs are pressing for employees seeking accommodation and management to engage in substantive conversations facilitated by the RACs to exchange information and identify viable

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options for effective accommodation rather than the RAC meeting separately with each and conveying information back and forth in a time-consuming manner.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

The IRS reasonable accommodation training cadre presented 41 training sessions (totaling over 58 hours) on various topics to 2,574 participants (majority being managers). Particularly noteworthy was the training on the Reasonable Accommodations process for the Taxpayer Experience Office and Reasonable Accommodation training sessions in the Equal Employment Opportunity (EEO) Counselor's Refresher course.

There is also a training module on Reasonable Accommodation conducted during the Fundamental Management Skills (FMS) training for all new managers. In addition to the RA module, the FMS content includes EEO and Diversity Management, Employee and Labor Relations, and Performance Management modules. This FY, there have been 41 such FMS sessions.

The IRS Disability Services Section (DSS) conducted multiple trainings sessions for front line managers on SLI and CART Services. There have been a variety of presentation topics developed by the DSS SLI and management team. In FY23, training was presented to over 200 managers that supervise Deaf and/or Hard of Hearing (DHoH) employees on a variety of discussion topics such as "DHoH Awareness," "Best Practices While Working with DHoH Employees," "Requesting SLI/CART Services Overview" (which includes information on virtual, face-to-face, and remote sign language interpreting; onsite CART; Telecommunication Relay Services and Conference Captioning, etc.). The IRS' newest training – "DHoH/SLI Culture," an interactive presentation that goes beyond explaining to our managers how to request services (as required by the ADA) emphasizes the benefits of having qualified interpreters for DHoH peers and was showcased to a total of 156 participants.

The IRS' cadre of SLI's remain ready to provide access to communication at any given moment. For example, while presenting a "Best Practices While Working with DHOH Employees" training session to the Multimedia Developers Conference/Technology Enabled Learning group, a deaf employee was in attendance and the event organizer had not requested interpreting services. Our SLI's not only presented the topic, but also provided the necessary interpreting services for the employee.

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The IRS provides enhanced development and delivery of comprehensive learning opportunities that promote EDIA. In FY23, there were 82 Lunch and Learn sessions conducted on EDIA topics with a total of 10,842 attendees; 4 new Hire Overview Sessions were held with a total of 117 attendees; 19 training workshops with a total of 565 attendees and 36 IRS Training collaborations with a total of 3,680 attendees.

Implementation of Treasury's Reasonable Accommodations Tracker (RA Tracker), an application information system used to report department wide reasonable accommodations requests and provide aggregate data through generated reports annually to the Office of Personnel Management (OPM) and EEOC, was delayed. The original plan was to finalize all enhancements by April 2022 and implement in May; however, due to the unprecedented RA inventory, implementation has been delayed to Q2 of FY24 to allow for a feature to auto-populate fields through HR Connect. This feature would reduce intake from ten minutes to two to three minutes.

After the President signed an Executive Order on Moving Beyond COVID-19 Vaccination Requirements for Federal Workers on May 9, 2023 – revoking Executive Orders 14042 and 14043 which required vaccination against COVID-19 for federal employees and contractors, the IRS advised employees it is no longer necessary for the Service to consider employee reasonable accommodation requests seeking exemption from the vaccination requirement based either on medical conditions or religious beliefs. The IRS closed more than 6,700 of these requests that were pending consideration.

The IRS published an article for its managers advising them that the Pregnant Workers Fairness Act (PWFA), effective June 27, 2023, requires reasonable accommodations for known limitations related to pregnancy, childbirth or related medical conditions and the importance of being flexible to meet the needs of employees with these limitations.

The IRS also provided its Reasonable Accommodation Coordinators with guidance on the provisions of the PWFA and referenced an array of existing policies, programs and procedures geared towards pregnant employees and parents which can be leveraged quickly to meet employee needs without extensive review and assessment. Where more in-depth consideration is warranted, the RACs stand ready to assist employees and managers with identifying options for accommodation which are consistent with business exigencies.

EDI continues to ensure the Service meets its obligations to afford reasonable accommodations for recurring needs such as sign-language interpretation and real-time transcription services. During the first half of Fiscal Year 2023, EDI fulfilled 3,506 requests for such services representing a 99.2% fill rate.

Lastly, there is a training component on Reasonable Accommodation conducted during the Fundamental Management Skills (FMS) training which is a blend of approaches designed to equip new managers with the knowledge and skills needed

to timely and correctly perform the transactional and administrative procedures necessary to maintain a productive and engaged work team. Content includes EEO and Diversity Management, Employee and Labor Relations, and Performance Management. As of Q2, there were 10 sessions (virtually and in person) delivered to 242 managers.

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

The IRS has published guidance and procedures concerning Personal Assistance Services (PAS) in the Internal Revenue Manual at IRM 1.20.5, where managers and employees can readily locate them. Information on PAS is also available on the IRS's internal and external websites. This year, the IRS received its first request for PAS and is in the process of procuring the needed services using the Department of the Treasury's existing Blanket Purchase Agreement to bring this to fruition.

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average.

Yes 0 No 0 N/A X

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Yes 0 No 0 N/A X

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

None

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average.

Yes 0 No 0 N/A X

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Yes X No 0 N/A 0

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

1) IRS-22-0045-F (R/A)

ORDER

The IRS shall take the following actions:

1. Ensure that Complainant's files and all former employee files that were in the vacant office have been returned to Complainant and the former DCO employees (or their newer management where appropriate) within thirty (30) days of this decision.

2. Conduct a review in conjunction with the IRS Records and Information Management Office and the IRS Office of Equity, Diversity, and Inclusion to ensure that all hard copy employee medical files in the Kansas City, MO DCO facility are being stored in a proper manner and for an appropriate length of time. Provide a report summarizing the review, who was involved, what was done to survey the storage and removal of such files, and the findings and recommendations, within one-hundred and twenty (120) days of this decision.

3. Pay compensatory damages (if any) to Complainant within one hundred and twenty (120) days of receipt of a forthcoming compensatory damages decision to be issued by the Office of Civil Rights and EEO, establishing the amount of damages to which Complainant is entitled.

- Per the below guidance, Complainant may submit evidence of compensatory damages within thirty (30) days of her receipt of this decision.
- If Complainant uses the services of an attorney, she may petition for attorney's fees, in accordance with 29 CFR §1614.501(e), within thirty (30) days of her receipt of this decision.

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4. Provide training on the medical confidentiality provisions of the Rehabilitation Act to S1, M1, the named Department Managers, and S3.

5. Consider taking appropriate disciplinary action against S1. Please note that training is not considered disciplinary action.

6. In compliance with the Elijah Cummings Federal Employee Antidiscrimination Act of 2020, Public Law 116-283, within sixty (60) days of receiving the FAD, notify OCRE: (1) whether disciplinary action has been proposed against the identified discriminating officials and (2) the reasons for any proposed disciplinary action. If disciplinary action is not taken, provide a brief explanation regarding the reasons why disciplinary action was not proposed.

7. Within ten (10) days of this decision, post the attached notice regarding discrimination on all employee bulletin boards, both electronic and physical, in the IRS 333 W. Pershing Road, Kansas City, MO facility, as well as on the IRS main intranet site for employees in the Wage & Investment, Data Conversion Operations. The notice shall remain posted for sixty (60) consecutive days. In the absence of electronic bulletin boards, the notice must be emailed to all employees' supervisors and managers in Data Conversion Operations. The original signed notice is to be provided to the Office of Civil Rights and EEO within ten (10) calendar days of the expiration of the posting period.

8. Provide a report to OCRE with appropriate documentation showing implementation of these remedies, with the first report due within sixty (60) days of receipt of the decision and with reports issued monthly until a final implementation report is issued.

(2) IRS-22-0887-F (R/A)

ORDER

The IRS shall take the following actions:

1. Pay compensatory damages (if any) to Complainant within one hundred twenty (120) days of receipt of a forthcoming compensatory damages decision to be issued by the Office of Civil Rights and EEO, establishing the amount of damages to which Complainant is entitled.

- a) Per the below guidance, Complainant may submit evidence of compensatory damages within thirty (30) days of the date of receipt of this decision.
- b) If Complainant uses the services of an attorney, she may petition for attorney's fees, in accordance with 29 CFR §1614.501(e), within thirty (30) days of her receipt of this decision.

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2. Reinstate Complainant to the position of Internal Revenue Agent, 0512-07, effective the date of the issuance of this order, including any step increases, bonuses, and promotions that would have occurred, assuming fully successful performance.⁶ Although training will be necessary, Complainant should be reinstated as if she had not been wrongfully terminated and she successfully completed her probationary period.

3. Engage in the interactive process with Complainant to provide effective reasonable accommodation, with a focus on Complainant's specific requests and a reliance on the input of the Reasonable Accommodation Coordinator and the already provided Federal Occupational Health assessments.

4. Reinstate accrued sick and annual leave that Complainant used between March 25, 2022 and September 19, 2022, resulting from failure to provide reasonable accommodation. Complainant shall submit evidence to document the dates of any such leave within thirty (30) days of the date of receipt of this decision.

5. Within one hundred twenty (120) days of the issuance of this Order, the Agency shall pay Complainant back pay beginning from September 19, 2022 until the date of this decision, plus applicable interest and other benefits due to Complainant (including, but not limited to leave compensation, where applicable), pursuant to 29 C.F.R. § 1614.501 and 5 C.F.R. § 550.805. Restoration and compensation for leave taken due to discrimination (of the types that are entitled to a cash payment at the time of retirement) should be calculated for the period from March 25, 2022 (when Complainant submitted her reasonable accommodation request) through the date of her termination. In calculating back pay and benefits, the Agency should assume that Complainant was "ready, willing, and able to work" from September 19, 2022, the date of her termination, and it should include any step increases, bonuses, and promotions that would have occurred, assuming fully successful performance. The Agency shall add to its final amount of back pay and other benefits, an additional payment to offset any tax liability on the lump sum payment.⁷

- a. The Agency must provide documentation including a plain language, step-by-step narrative that clearly sets forth an explanation for its calculations and payments, including any offsets and deductions considered. The narrative should explain the specific amounts and types of leave taken by Complainant between March 25, 2022 and September 19, 2022; how it determined how much leave was attributed to discrimination; and the reasons behind its decision regarding the types of leave that are compensable, and how much leave should be paid out to Complainant's estate.

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6. Provide a minimum of six (6) hours of EEO training to S1, S2, and the members of the Commissioner's Human Capital Board (HCB), with an emphasis on disability discrimination and management's obligations to provide reasonable accommodation.

7. Consider taking appropriate disciplinary action against S1 and S2. Please note that training is not considered disciplinary action.

8. In compliance with the Elijah Cummings Federal Employee Antidiscrimination Act of 2020, Public Law 116-283, within sixty (60) days of receiving the FAD, notify the Office of Civil Rights and EEO (OCRE): (1) whether disciplinary action has been proposed against the identified discriminating officials and (2) the reasons for any proposed disciplinary action. If disciplinary action is not taken, provide a brief explanation regarding the reasons why disciplinary action was not proposed.

9. Within ten (10) days of this decision, post the attached notice regarding discrimination on all employee bulletin boards, both electronic and physical, in the IRS, 31 Hopkins Plaza, Baltimore, MD facility, as well as on the IRS, Tax Exempt and Government Entities (TE/GE) Employee Plans (EP) Examination's main intranet site. The notice shall remain posted for sixty (60) consecutive days. In the absence of electronic bulletin boards, the notice must be emailed to all employees' supervisors and managers in TE/GE EP. The original signed notice is to be provided to the Office of Civil Rights within ten (10) calendar days of the expiration of the posting period.

10. Provide a report to OCRE with appropriate documentation showing implementation of these remedies, with the first report due within sixty (60) days of receipt of the decision and with reports issued monthly until a final implementation report is issued.

(3) IRS-21-0567-F (R/A)

ORDER

The Departmental decision ordered relief for the Complainant and directed IRS to take the following corrective actions:

1. Pay compensatory damages (if any) to the Executor of Complainant's estate within 120 days of receipt of a forthcoming compensatory damages decision to be issued by the Office of Civil Rights and EEO, establishing the amount of damages to which Complainant is entitled.

a. Per the below guidance, the Executor of Complainant's estate, presumably Complainant's husband, may submit evidence of compensatory damages within forty-five (45) days of the date of

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receipt of this decision. To receive compensatory damages, the Executor must also provide written evidence from the Missouri Probate Court that he has been named Executor of Complainant's estate.

- b. If the Executor uses the services of an attorney, the Executor may petition for attorney's fees, in accordance with 29 CFR §1614.5011. Any request for attorney's fees must be submitted to the Acting Director, Office of Civil Rights and EEO (OCRE), along with the compensatory damages evidence submission, within forty-five (45) days of the date of receipt of this decision.

2. Provide a minimum of six (6) hours of EEO training to S3 and S4, with an emphasis on disability discrimination and management's obligations to provide reasonable accommodation.

3. Consider taking appropriate disciplinary action against S3 and S4. Please note that training is not considered disciplinary action.

4. In compliance with the Elijah Cummings Federal Employee Antidiscrimination Act of 2020, Public Law 116-283, within sixty (60) days of receiving the FAD, notify OCRE: (1) whether disciplinary action has been proposed against the identified discriminating officials and (2) the reasons for any proposed disciplinary action. If disciplinary action is not taken, provide a brief explanation regarding the reasons why disciplinary action was not proposed.

5. Within ten (10) days of this decision, post the attached notice regarding discrimination on all employee bulletin boards, both electronic and physical, in the IRS 333 W.13 Pershing Road, Kansas City, MO facility, as well as on the IRS, W&I, Submission Processing main intranet site. The notice shall remain posted for sixty (60) consecutive days. In the absence of electronic bulletin boards, the notice must be emailed to all employees' supervisors and managers in Submission Processing. The original signed notice is to be provided to the OCRE within ten (10) calendar days of the expiration of the posting period.

6. Provide a report to OCRE with appropriate documentation showing implementation of these remedies, with the first report due within sixty (60) days of receipt of the decision and with reports issued monthly until a final implementation report is issued.

(4) IRS-22-0392-F (R/A)

ORDER

The IRS shall take the following actions:

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1. Pay compensatory damages (if any) to Complainant within 120 days of receipt of a forthcoming compensatory damages decision to be issued by the Office of Civil Rights and EEO, establishing the amount of damages to which Complainant is entitled.

- Per the below guidance, Complainant may submit evidence of compensatory damages within thirty (30) days of the date of receipt of this decision.
- If Complainant uses the services of an attorney, she may petition for attorney's fees, in accordance with 29 CFR §1614.501(e), within thirty (30) days of her receipt of this decision.

2. Provide a minimum of six (6) hours of EEO training to S1, S2, and S3, with an emphasis on disability discrimination and management's obligations to provide reasonable accommodations.

3. In compliance with the Elijah Cummings Federal Employee Antidiscrimination Act of 2020, Public Law 116-283, within sixty (60) days of receiving the FAD, notify Office of Civil Rights and EEO (OCRE): (1) whether disciplinary action has been proposed against the identified discriminating officials and (2) the reasons for any proposed disciplinary action. If disciplinary action is not taken, provide a brief explanation regarding the reasons why disciplinary action was not proposed.

4. Management is to reengage in the interactive process with Complainant to find an effective accommodation, which fully addresses Complainant's proven medical limitations. If management is unable to accommodate Complainant's walking limitations after a thorough assessment is conducted of the Complainant's work environment, then a wheelchair or effective mobility device should be provided for the Complainant to use while in the building.

5. Provide the temporary accommodation of fulltime telework, beginning immediately and continuing until a permanent effective accommodation is found.

6. Reexamine whether Complainant's actual work duties, at the time of her original accommodation request are eligible for fulltime telework, including whether the 10% of her non-portable work can be adjusted as an accommodation.

7. If Complainant's medical provider requires fulltime telework, conduct an Agency-wide search for any positions available that would allow her to telework fulltime.

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8. Reinstate accrued sick and annual leave that Complainant used between February 4, 2022, and the date of this decision, resulting from failure to provide reasonable accommodation. Complainant shall submit evidence to document the dates of any such leave within thirty (30) days of the date of receipt of this decision.
9. Within sixty (60) days of the issuance of this Order, the Agency shall pay Complainant any applicable back pay (e.g. AWOL, LWOP) beginning from February 4, 2022 until the date of this decision, plus applicable interest and other, pursuant to 29 C.F.R. § 1614.501 and 5 C.F.R. § 550.805.⁷ The Agency shall add to its final amount of back pay and other benefits, an additional payment to offset any tax liability on the lump sum payment.⁸
10. Within ten (10) days of this decision, post the attached notice regarding discrimination on all employee bulletin boards, both electronic and physical, in the IRS 333 W. Pershing Road, Kansas City, MO facility, as well as on the IRS, W&I, Submission Processing main intranet site. The notice shall remain posted for sixty (60) consecutive days. In the absence of electronic bulletin boards, the notice must be emailed to all employees' supervisors and managers in Submission Processing. The original signed notice is to be provided to the Office of Civil Rights within ten (10) calendar days of the expiration of the posting period.
11. Provide a report to OCRE with appropriate documentation showing implementation of these remedies, with the first report due within sixty (60) days of receipt of the decision and with reports issued monthly until a final implementation report is issued.

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?
Yes 0 No X

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?
Yes 0 No 0 N/A X

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3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger 1	Lower than expected participation for PWDs in mission critical occupations Revenue Agents and Revenue Officers when compared to the federal goal of 12 percent. <ul style="list-style-type: none"> • GS-11/12/13/14 for Revenue Agent (GS-0512) • GS-12/13/14 for Revenue Officer (GS-1169) 	
Barrier(s)	The specific policy, procedure, or practice causing the less than expected participation rates for people with disabilities is currently unknown. Further analysis is needed.	
Objective(s)	Complete a barrier analysis to identify the specific policy, procedure, or practice that could be causing the trigger.	
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)	
Carrie Holland, Chief Diversity Officer Traci DiMartini, Chief Human Capital Officer	No	
Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)	
Yes	No	
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p>Grade participation between 3rd Q FY22 and 4th Q FY23: As of 4th Q FY23 Revenue Agents (512) GS- 11 decreased from 13.2% to 11.25% GS 12 increased from 11.91% to 12.22%. A trigger no longer exists for this grade. GS 13 increased from 8.22% to 8.93% GS 14 decreased from 6.56% to 6.28%.</p> <p>As of 4th Q FY23 participation rates for Revenue Officer (1169) GS 12 increased from 10.24% 10.63%. GS 13 increased from 7.57% to 8.9%, GS 14 decreased from 7.14% to 6.67%.</p> <p>Hires and Separations between FY21 and FY22 through Q3: RA PWD new hires: increased 3.96% from FY21 RO PWD new hires: decreased 7.56% from FY21 RA PWDs separations: decreased 2.11% from FY21 RO PWDs separations: decreased less than 1% from FY21</p> <p>Hires and Separations between FY22 and FY23 through Q4: RA PWD new hires: decreased 4.93% from FY22</p>

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		<p>RO PWD new hires: decreased 1.86% from FY22 RA PWDs separations decreased less than 1% from FY22 RO PWDs separations: decreased less than 1% from FY22</p> <p>Selection rates as of FY21, Q4: (This is the latest data we have due to switching to USAStaffing) Table B6 shows RAs had a 14.56% selection rate of 20.62% qualified Table B6 shows ROs had a 18.60% selection rate of 22.76% qualified</p>
Complaint Data (Trends)	Yes	<p>In FY21, there were 3 complaints filed by RAs or ROs based on Disability and the claim of Promotion/Non-Selection</p> <p>As of FY22, there were no complaints filed by RAs or ROs based on Disability and/or the claim of Promotion/Non-Selection</p> <p>As of FY23 Q4, there were no complaints filed by RAs or ROs based on Disability and/or the claim of Promotion/Non-Selection</p>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	<p>Of the FY21 complaints filed, there were three (3) findings of discrimination based on allegations of disability discrimination related to non-selection for the position of RAs and/or ROs.</p> <p>As of FY22, there were no findings of discrimination based on allegations of disability discrimination related to non-selection for the position of RAs and/or ROs.</p> <p>As of FY23 Q4, there were no findings of discrimination based on allegations of disability discrimination related to non-selection for the position of RAs and/or ROs.</p>
Exit Interview Data	Yes	<p>FY21: There were 7,854 individuals that voluntarily separated from the Service, 1,066 (13.1%) of these separations were PWDs. There were 1,171 (18.6%) Exit Survey responses and 105 (9%) of the respondents identified as PWD.</p> <p>FY22 through Q3: There were 8,026 individuals that voluntarily separated from the Service, 1,103 (13.7%) of these separations were PWDs. There were 1,482 (18.1%) Exit Survey responses and 187 (12.6%) of the respondents identified as PWD.</p> <p>FY23 4Q: There were 9,411 permanent individuals that voluntarily separated from the Service, 1,302 (13.8%) of these separations were PWDs.</p> <p>There were 1,068 (11.3% of permanent separating employees) Exit Survey responses from permanent employees and 112 (10.49% of survey responses) of the respondents identified as PWD.</p>
Focus Groups	Yes	<p>PWDs perceive there is an unconscious bias that prevents them from being promoted.</p>
Interviews	Yes	<p>The perceptions of PWDs are that they are not advancing in the IRS at the same rate as PWODs.</p>

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		PWDs have expressed their perception of a systemic bias in the selection process.
Other (Please Describe)	Yes	<p>The position descriptions revealed there are no limitations for PWDs in RA or RO positions.</p> <p>FY21: Servicewide voluntary separations of employees who were PWDs included (per table B14s p): Retirements (13.9%), Resignations (11.78%), Transfers (20.45%), Death (25.19%)</p> <p>FY22: Servicewide voluntary separations of employees who were PWDs included (per table B14s p): Retirements (14.1%), Resignations (12.6%), Transfers (27.14%), Death (23.89%)</p> <p>For 4Q FY23 voluntary separations were:</p> <ul style="list-style-type: none"> • 14.55% of the permanent employees who retired were PWD. • 11.71% of the permanent employees who resigned were PWD. • 23.13% of the permanent employees who transferred were PWD.

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/17/2018	Conduct outreach to agency leadership regarding the empowerment of PWDs in the workplace.	Yes		10/17/2018
10/30/2018	Meet with employee organizations to identify any issues employees encountered during the application/hiring process for a Revenue Agent position.	Yes		10/30/2018
01/03/2019	Meet with the program manager responsible for the "Service Wide Opportunities Listing" to discuss strategies to ensure that all BUs post job vacancies on the "Service Wide Opportunities Listing" so that employees are aware of internal job opportunities.	Yes		01/03/2019
01/15/2019	Review position descriptions to determine if there are any mobility restrictions for this occupation.	Yes		01/15/2019
12/30/2019	For FY20 EDI will continue to identify the root cause of the trigger and will establish action plan.	Yes	09/30/2020	01/15/2020
01/30/2019	Establish a barrier analysis project team of EDI, HCO, and management to assist in identifying barriers impacting the participation rate of PWDs in GS-0512 and higher grades.	Yes	09/30/2020	01/15/2020
01/30/2019	Review the participation rate of PWDs in leadership programs to determine if barriers exist	Yes		01/30/2019

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	that are negatively impacting leadership opportunities for this group.			
03/03/2019	Connected recruitment with President of the Greater Philadelphia Chapter of the National Federation of the Blind and FEMA Region III Disability Integration Specialist.	Yes		03/03/2019
06/30/2020	Collaborate with HCO to review the IRS selection/hiring process.	Yes		06/30/2020
09/30/2020	Develop recommendations from barrier analysis and present to EDI leadership.	Yes		09/03/2020
09/30/2020	Collaborate with HCO to review the promotion policy	Yes		06/30/2020
10/15/2020	Develop workplan to address barriers identified	Yes		10/02/2020
06/01/2021	Establish a mock interview cadre available to all employees for the enhancement of their interview skills.	Yes		06/01/2021
01/31/2021	Develop and issue a memo to business unit executives to ensure managers and selecting officials are informed of IRS hiring goals of 12% for PWDs and 2% for PWTDS.	Yes		09/16/2021
10/30/2021	Host National Disability Employment Awareness Month (NDEAM) event bringing awareness to PWDs in the workforce and the boundless opportunities available to all employees for all positions and grades.	Yes		10/13/2021
03/30/2021	Review FY19 & FY20 data for PWDs to determine if trends have changed in the various areas initially reviewed (FY16-18).	Yes		11/03/2021
2/28/2022	Special emphasis program manager (SEPM) will meet with the program manager for Executive Order 14035 to review and discuss promising practices to identify options for IRS to engage further to increase participation rates for PWDs.	Yes		02/07/2022
07/30/2022	EDI will partner w/ HCO to deliver a presentation on mentoring Servicewide.	Yes		07/27/2022
11/30/2022	Collaborate with appropriate personnel to bring awareness and provide accurate information about hiring goals and special hiring authorities by disseminating information throughout agency.	Yes		2/21/2023
03/31/ 2023	Collaborate with appropriate personnel to provide education on targeted disabilities.	Yes		4/7/2023

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04/30/2023	Provide Employee Organizations/Employee Resource Groups, Relationship Managers, and Business Based Divisions with FY23 Q1-Q2 data to monitor agency's progress toward increasing the participation of PWDs (overall and for all MCO's, all grades.	Yes		5/15/2023
06/30/2023	Collaborate with appropriate personnel to conduct a SF-256 campaign to bring awareness to the importance of and directions on how to self-identify as having a disability, to update current SF-256, or to submit initial SF-256, via podcast, articles, emails, etc.	Yes	.	9/30/2022
10/31/2023	Plan NDEAM event.	Yes		9/30/2023
10/31/2023	Host NDEAM event to bring awareness to PWDs in the workforce and the boundless opportunities available to all employees for all positions and grades.	Yes		9/30/2023

Fiscal Year	Accomplishments
2018	A Disability Awareness program was conducted to educate and provide resources for managers to increase opportunities for persons with disabilities. Members from the "Employee Organization Visually Impaired Employee Workforce (VIEW)" were interviewed to identify any reason(s) for the low participation rate of Revenue Officers within the Agency. Members of VIEW feel that the reasons they are not being selected is because the selecting officials have an unconscious bias against PWDs.
2019	<p>Presentation was conducted on 'topic', "America's Workforce, Empowering All" the Director of the Employer Policy Team at the Department of Labor's Office of Disability Employment Policy (ODEP) provided managers and employees with information to assist them with employing and including PWDs.</p> <p>Collaborated with IRS recruitment, the Greater Philadelphia Chapter of the National Federation of the Blind and FEMA Region III Disability Integration Specialist to provide resumes to IRS HCO. HCO has agreed to accept applications from these agencies for RO positions grades 11-14.</p>
2020	The BA team provided a briefing to Chief Diversity Officer, Associate Director, Diversity and Inclusion, Embedded EDI Directors, Associate Directors and Relationship Managers on the data, policy, practices, and procedures which impacted the trigger for the low participation rates for PWDs in RA and RO positions GS 11-14. Training was developed by the BA team to provide interviewing techniques for PWDs.
2021	<p>A memo was submitted to Business Unit Executives to Ensure Managers and Selecting Officials are informed of hiring goals of 12% for PWD and 2% for PWTd in all grade levels. Per the MD-715 tables as of 9/30/2021, the participation rates have increase for Revenue Agents with disabilities as follows: GS-11- from 10.1% to 13.98%, GS-12-from 9.2% to 11.17%, GS-13-from 7.1% to 8.14%, GS-14-from 5.36% to 6.5%. Per the MD-715 tables as of 9/30/2021 the participation rates have increase for Revenue Officers with disabilities as follows: GS-12-from 8.1% to 8.97% GS-13-from 7.4% to 7.77%, GS-14-from 2.3% to 6.32%.</p> <p>Established a mock interview cadre available to all employees for the enhancement of their interview skills. The mock interview continues to assist employees in learning how to answer difficult questions, develop interview strategies, improve communication skills, and reduce stress prior to a job interview.</p>

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2022	<p>SEPM and program manager for Executive Order 14035 collaborated and discussed promising practices reported out as part of Executive Order 14035 to identify options for IRS to further increase participation rated for PWDs. The SEPM began developing training on Destigmatizing Mental Health and Depression Issues as identified as a need in the Government-wide Strategic Plan to Advance DEIA in the Federal Workforce, November 11, 2021.</p> <p>As of August 18, 2022, the mock interview cadre has conducted 85 mock interviews.</p> <p>Facilitated an agency-wide event for NDEAM featuring an IRS employee with a disability to bring awareness of PWDs in the workforce and highlighted the boundless opportunities available to all employees for all positions and grades. EDI is partnering with the Dept. of Treasury to facilitate an all bureau NDEAM event; taking place Oct. 21, 2022.</p> <p>The agency employee organization, Visually Impaired Employee Workforce (VIEW) continually advises and guides members (most members are blind or visually impaired) regarding issues that may arise in the everyday workplace such as reasonable accommodations, telework needs, troubleshooting and guidance on where to obtain assistance with software and hardware issues. The VIEW president has participated in projects such as the Treasury barrier analysis in support of the PWD community and most recently became fully engaged with IRS-Microsoft workshops focused on providing guidance and assistance to the PWD user community for navigating the ongoing Microsoft 365 migration as it relates to their assistive technology's software and hardware tools. The VIEW president also presently serves as a SharePoint System administrator/citizen developer giving special focus to development of 508 compliant SharePoint sites and content. At the end of Q3 in FY22, the agency had 21.78% employees who were blind or visually impaired with 12.5% being revenue agents and 20% being revenue officers. The work of VIEW guides and assists these employees to the resources they need and to develop effective strategies and tools to enable them to bring their whole selves to work. This allows employees to fully focus on their jobs, advance their careers, and better serve the agency. VIEW uses their collective strength to confront workplace issues for the blind and visually impaired which could impede career development, advancement, and retention. Furthermore, VIEW members can network and develop new skills, assisting them with advancing their careers.</p> <p>The agency employee resource group, Military Outreach for Service (MOS) is largely comprised of military veterans (disabled vets make up 32% of agency PWD population with 7.3% being revenue agents and 5.98% being revenue officers) as its mission is to promote a veteran virtual network and community. It serves as an organization where IRS veteran employees can form collaborative relationships by sharing knowledge, mentoring, practical transition advice, and promote veteran celebrations in the IRS workplace. In FY22, MOS focused on establishing regular outreach with its members via bi-monthly newsletter emails and monthly virtual national meetings that shared articles, training opportunities and job announcements for all members including revenue agents/officers. Additionally, IRS MOS hosted multiple virtual training workshops to support professional development of veterans including revenue agents/officers. Topics included Resume Writing, Veterans Administration Benefits and Services, the Military Buy-Back Program, and the IRS Mock Interview Program. Additionally, MOS hosted a panel with its two Executive Sponsors entitled, "Answers to your Career, Professional Development, and Leadership Questions – Ask Our Senior Executives." These professional development opportunities were attended by over 850 employees including revenue agents/officers.</p> <p>Additionally, we've had the following participation in the programs below:</p> <ul style="list-style-type: none">• Mentoring program: 11.96% PWDs & 4.51% PWTDs• Coaching program: 5.88% PWDs & 3.36% PWTDs• Detail program: 10.86% PWDs & 0.95 PWTDs• Leadership development program: 8.39% PWDs & 2.10% PWTDs
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2023	<ul style="list-style-type: none">▪ Article was published in Leaders' Alerts service wide publication bringing awareness and providing accurate information about hiring goals and special hiring authorities.▪ Article was submitted for publishing in IRS Source and IRS Headlines providing education about targeted disabilities.▪ Provided employee organizations and employee resource groups, relationship managers, and business-based directors with FY23 Q1-Q2 data to monitor agency's progress toward increasing the participation of PWDs.▪ Hosted NDEAM event to bring awareness to PWDs in the workforce and the boundness opportunities available to all employees for all positions and grades.▪ EDI continued to manage the mock interview cadre to help employees be better prepared to excel when being interviewed for positions. 173 mock interviews were given for FY23. <p>Additionally, we had the following participation in programs:</p> <ul style="list-style-type: none">· Mentoring program: 21.73% PWDs & 4.19% PWTDs· Coaching program: 10.36% PWDs & 2.25% PWTDs· Detail program: 14.94% PWDs & 3.22% PWTDs· Leadership development program: 9.32% PWDs & 2.48% PWTDs <p>The agency conducted a thorough investigation into the potential barriers for the triggers identified and determined it was not policy-related; however, in ensuring the workplace offers equal access, competition and opportunity, the agency formulated a plan for improvement and reported its findings (i.e., participation rates, perceived potential barriers, results of investigations, including how results were obtained, the plan of action and objectives). As of FY23, the agency has completed the planned activities and will continue to monitor the impact on the identified triggers and begin to review the PWD new hire rate and PWD voluntary and involuntary separations.</p>
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4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

Managers were made aware that they have additional opportunities to hire PWD using special hiring authorities.

Managers and employees are informed that IRS is obligated to support the recruitment and career advancement of PWD.

Managers and employees were also educated on the EEOC goals of PWD in IRS.

EO/ERGs, RMs, and BBDs were provided with data to make them aware of areas where participation rates are lower than expected for PWDs. This information will assist them when they are recruiting, hiring or promoting for RA and RO positions.

- Exceeded the 12% goal for RA GS-12
- Increased the participation rate of: RA GS-12,13 and RO GS-12,13

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- There were no complaints filed based on allegations of disability related to non-selection for the position of RAs and ROs

Managers and employees are informed that IRS is obligated to support the recruitment and career advancement of PWD. Managers and employees were also educated about the process for accounting for and reporting on the percentage of PWD in IRS.

EO/ERGs, RMs, and BBDs were provided with data to make them aware of areas where participation rates are lower than expected for PWDs. This information will assist them when they are recruiting, hiring or promoting for RA and RO positions.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

N/A

**INTERNAL REVENUE
SERVICE
MANAGEMENT
DIRECTIVE 715**

APPENDICES A – E

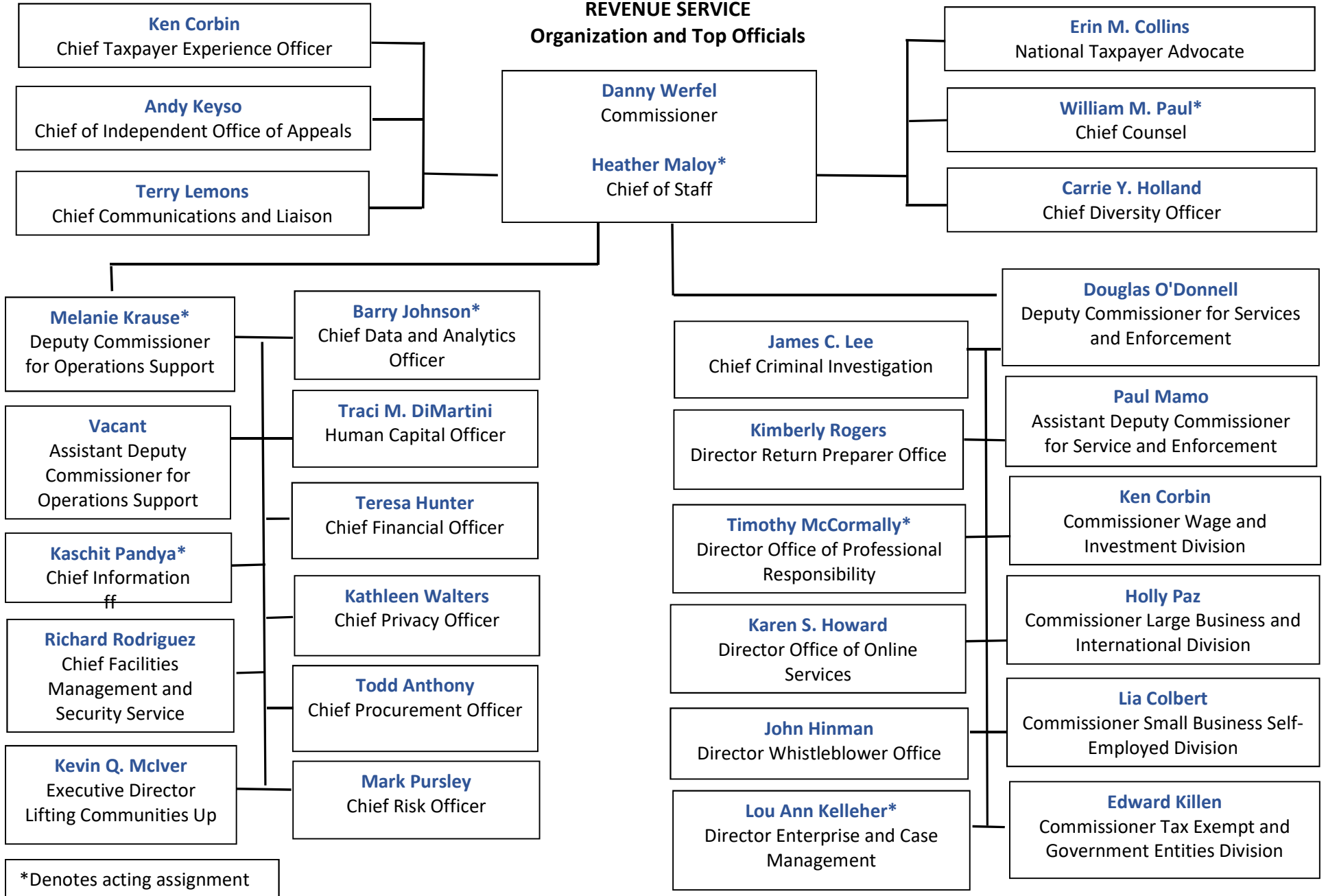
**INTERNAL REVENUE
SERVICE MANAGEMENT
DIRECTIVE 715**

APPENDIX A

EEOC MANDATORY DOCUMENTS

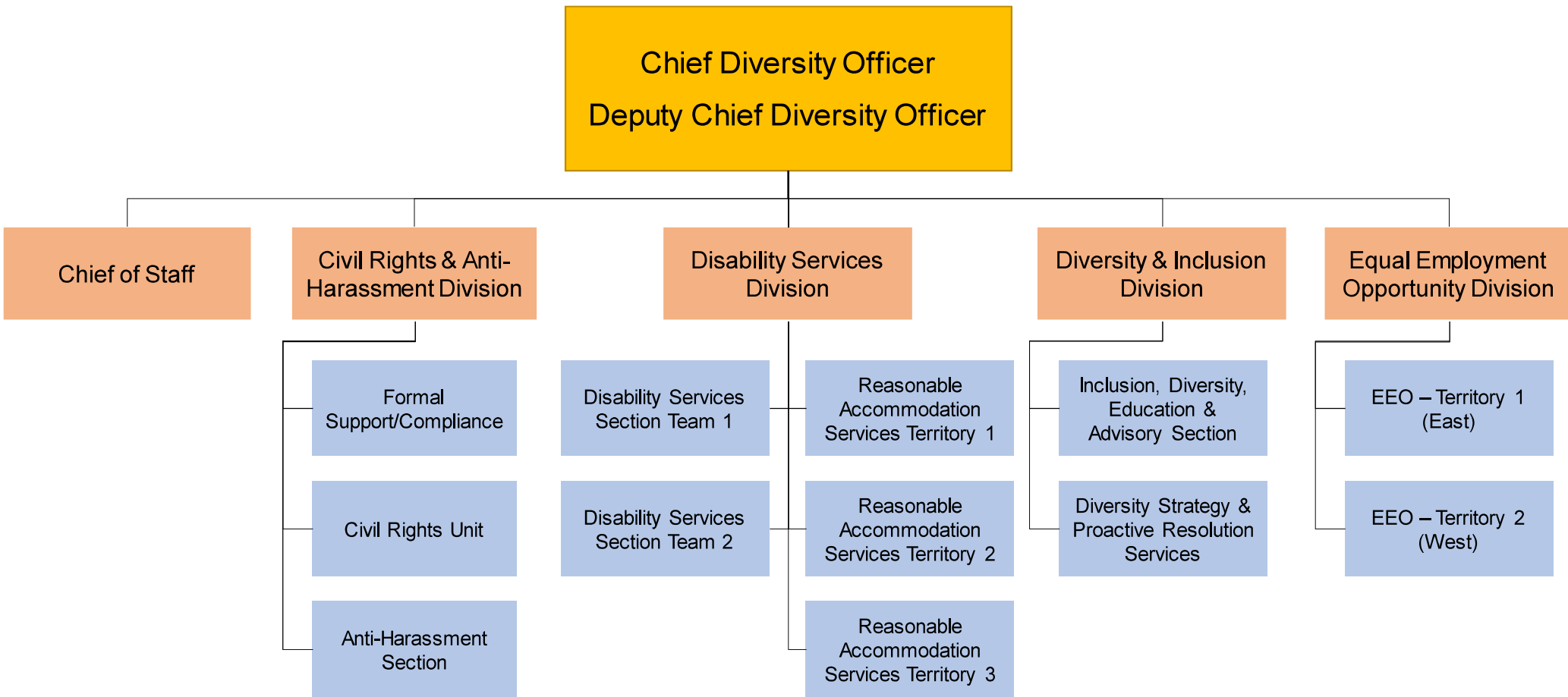
DEPARTMENT OF THE TREASURY INTERNAL

REVENUE SERVICE
Organization and Top Officials



NOTE: With respect to tax litigation and the legal interpretation of tax law, the Chief Counsel also reports to the General Counsel of the Treasury Department. On matters solely related to tax policy, the Chief Counsel reports to the Treasury General Counsel.

Office of Equity, Diversity & Inclusion Organizational Structure



As of May 2022



COMMISSIONER

DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE
WASHINGTON, DC 20224

January 9, 2024

MEMORANDUM FOR ALL EMPLOYEES

FROM: Daniel I. Werfel
Commissioner of Internal Revenue

Daniel I.
Werfel

Digitally signed by Daniel
I. Werfel
Date: 2024.01.09
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SUBJECT: Fiscal Year 2024 - Equal Opportunity Policy

The Internal Revenue Service reaffirms its long-standing commitment to providing an environment free of discrimination and harassment. We strive to be a leader in Equity, Diversity, Inclusion, and Accessibility (EDIA), and it all starts with our commitment to provide every individual with equal opportunity in employment programs and occupational activities across the Service. We celebrate the diverse workforce and community we serve and are committed to creating an inclusive and accessible work environment for all employees. We believe that diversity, and inclusion is critical to our overall success.

Our commitment to EDIA principles and practices aids in our ability to achieve our mission to help America's taxpayers meet their tax responsibilities and enforce the law with integrity and fairness to all. All IRS employees and applicants will be afforded equal protection under the law. We are committed to compliance with all applicable Federal Equal Employment Opportunity (EEO) laws, rules, regulations, executive orders and directives. It is my commitment:

- To create a work environment where all employees are treated with dignity and respect;
- To ensure taxpayers, employees and applicants' civil rights are upheld;
- To ensure there is no discrimination in recruitment, selection, training, and promotion;
- To ensure diversity and inclusion principles are integrated into agency policies, procedures and practices;
- To provide an effective procedure for complaints and to treat them all in a sensitive, fair, timely and confidential manner;
- To ensure no employee is discriminated against for participating in the EEO process (investigation or proceedings);
- To ensure reasonable accommodations are provided for qualified individuals with disabilities and for religious practices, in accordance with applicable authorities; and
- To ensure accessibility of facilities, information technology, and programs and services to all employees.

The IRS prohibits harassment and any form of discrimination that is based on race, color, sex (gender, pregnancy, sexual orientation, gender identity, and transgender status), national origin, religion, age (40 and over), disability (mental or physical), parental status, protected genetic information, or need for reasonable accommodations for qualified individuals with disabilities or for religious practices, and the IRS prohibits retaliation for engaging in the EEO process.

Any individual who believes they have been subjected to unlawful discrimination, is encouraged to contact an EEO Counselor to begin the EEO complaint process.

To pursue a claim of discrimination, you must contact an EEO Counselor within 45 calendar days of the alleged discriminatory event. Employees may report allegations of discrimination, including harassment based on sex, retaliation for participating in EEO activities or any other prohibited bases, by contacting EEO through the Employee Resource Center via IRS Source or by calling (866) 743-5748 or via e-mail at *EEO@irs.gov. Sexual Harassment may also be reported by calling the Sexual Harassment Hotline at (866) 298-7672.

When contacted by an EDI representative during the EEO process, it is the responsibility of all IRS employees and managers to fully cooperate in a timely manner. Managers are also reminded that their participation in official Alternative Dispute Resolution (ADR) efforts to resolve informal EEO complaints is required.

Although prevention is one of the greatest tools for our continued success, our employees are our most important asset. Each of us depends on our fellow colleague to uphold and maintain a positive work environment that fosters respect for all.

I thank you for your willingness to remain vigilant in facilitating the Service's efforts to foster a positive work environment and to eliminate discrimination in the workplace.



Strategic Plan FY2022–2026

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About this Document

The IRS is excited to share this multi-year strategic plan which aligns four goals to the IRS mission and identifies objectives and strategies to meet the goals.

Our strategic plan builds on the progress made and outcomes achieved over many years, while weaving together the IRS mission, values and priorities. The strategic planning team within the Office of the Chief Financial Officer facilitated the development of this plan through an inclusive and deliberative process that engaged IRS employees, leaders, advisory groups and key stakeholders, including the Department of the Treasury. After performing a comprehensive current state assessment of the Service, we designed a plan to enable employees and stakeholders to see how their contributions support our mission of delivering high quality taxpayer service and fair enforcement of the tax law.

Please direct all questions and comments to:

cfo.strategic.planning@irs.gov



Message from the Commissioner

I'm pleased to present the IRS Strategic Plan for Fiscal Years 2022-2026. In publishing this plan, we want to share our strategic priorities and how they shape the important work that takes place at the IRS, year in and year out, to help taxpayers. The goal is to provide a roadmap to help illustrate the many ways our employees will provide service to the nation for years to come.

Working for the IRS makes me extremely proud, and I'm excited about the future of our agency. My experiences as Commissioner have strengthened my belief that a fully functioning IRS is critical to the success of our nation. We serve and interact with more Americans than nearly any other public or private organization. When citizens perform their civic duty each year by preparing and filing their taxes and paying only what they should, they help fund critical aspects of the country's infrastructure, ranging from schools and roads to Social Security payments and the nation's military.

The IRS has undergone tremendous change over the past five years. On July 1, 2019, the Taxpayer First Act (TFA) was signed into law, and it gave us the opportunity to shape our future and rethink the way we operate. In particular, it helps us better interact with taxpayers, train our employees and restructure our organization, all important foundations for our future success.

As we worked to deliver the TFA Report to Congress, we found ourselves in uncharted waters during the COVID-19 pandemic. The pandemic presented some of the greatest challenges to the IRS in its history in terms of our ability to carry out our mission and protect the health and safety of taxpayers and our own workforce. IRS employees responded admirably by quickly implementing critical relief measures passed by Congress that included more than \$800 billion in Economic Impact Payments disbursed to millions of Americans. IRS employees also successfully extended and proudly delivered the longest filing season on record in 2020 and delivered another extended filing season in 2021.

The IRS took steps to better serve underserved taxpayers by increasing the amount of information and assistance available to them in additional languages on forms, in publications and through phone interpreter services. We provided crucial help to millions of families through the Advance Child Tax Credit payments with proactive outreach to those who qualified, and we developed an online portal for easier access. We also continued to make important progress in our compliance programs, with a particular focus on abusive tax shelters, including syndicated conservation easements and micro-captive insurance arrangements. In addition, I'm proud of the Criminal Investigation unit's recent efforts, including helping dismantle three terrorist financing cybercrime plots.

The IRS remains dedicated to improving service to taxpayers, maintaining the integrity of our tax system, empowering our workforce, supporting our partners and modernizing our systems. Working toward these strategic goals with consistent multi-year funding will help us better achieve our mission and our long-term vision and deliver on the promise of a new IRS that will take an innovative approach to the future of tax administration to better serve all taxpayers.

As I look back over my past few years here, I'm still extremely proud to be able to say, "I'm Chuck Rettig, and I work at the Internal Revenue Service." Even with all the challenges, we've made great strides. The entire IRS workforce wants to do more in every area, and we will!

Charles P. Rettig
Commissioner of Internal Revenue Service



Chuck Rettig
IRS Commissioner

"The IRS remains dedicated to improving service to taxpayers, maintaining the integrity of our tax system, empowering our workforce, supporting our partners and modernizing our systems."



Taxpayer Bill of Rights

The IRS is committed to upholding the Taxpayer Bill of Rights throughout each and every interaction with taxpayers. These rights are a central part of our mission, and putting taxpayers first is the foundation of everything we do at the IRS.

1 The Right to Be Informed

Taxpayers have the right to know what they need to do to comply with the tax laws. They are entitled to clear explanations of the laws and IRS procedures in all tax forms, instructions, publications, notices, and correspondence. They have the right to be informed of IRS decisions about their tax accounts and to receive clear explanations of the outcomes.

2 The Right to Quality Service

Taxpayers have the right to receive prompt, courteous, and professional assistance in their dealings with the IRS, to be spoken to in a way they can easily understand, to receive clear and easily understandable communications from the IRS, and to speak to a supervisor about inadequate service.

3 The Right to Pay No More than the Correct Amount of Tax

Taxpayers have the right to pay only the amount of tax legally due, including interest and penalties, and to have the IRS apply all tax payments properly.



4 The Right to Challenge the IRS's Position and Be Heard

Taxpayers have the right to raise objections and provide additional documentation in response to formal IRS actions or proposed actions, to expect that the IRS will consider their timely objections and documentation promptly and fairly, and to receive a response if the IRS does not agree with their position.

5 The Right to Appeal an IRS Decision in an Independent Forum

Taxpayers are entitled to a fair and impartial administrative appeal of most IRS decisions, including many penalties, and have the right to receive a written response regarding the Office of Appeals' decision. Taxpayers generally have the right to take their cases to court.



6 The Right to Finality

Taxpayers have the right to know the maximum amount of time they have to challenge the IRS's position as well as the maximum amount of time the IRS has to audit a particular tax year or collect a tax debt. Taxpayers have the right to know when the IRS has finished an audit.

7 The Right to Privacy

Taxpayers have the right to expect that any IRS inquiry, examination, or enforcement action will comply with the law and be no more intrusive than necessary, and will respect all due process rights, including search and seizure protections, and will provide, where applicable, a collection due process hearing.



8 The Right to Confidentiality

Taxpayers have the right to expect that any information they provide to the IRS will not be disclosed unless authorized by the taxpayer or by law. Taxpayers have the right to expect appropriate action will be taken against employees, return preparers, and others who wrongfully use or disclose taxpayer return information.



9 The Right to Retain Representation

Taxpayers have the right to retain an authorized representative of their choice to represent them in their dealings with the IRS. Taxpayers have the right to seek assistance from a Low Income Taxpayer Clinic if they cannot afford representation.

10 The Right to a Fair and Just Tax System

Taxpayers have the right to expect the tax system to consider facts and circumstances that might affect their underlying liabilities, ability to pay, or ability to provide information timely. Taxpayers have the right to receive assistance from the Taxpayer Advocate Service if they are experiencing financial difficulty or if the IRS has not resolved their tax issues properly and timely through its normal channels.



IRS Overview

★ Our Mission

Provide America’s taxpayers top quality service by helping them understand and meet their tax responsibilities and enforce the law with integrity and fairness to all.

★ Our Values

- Honesty & Integrity
- Respect
- Continuous Improvement
- Inclusion
- Openness & Collaboration
- Personal Accountability

Origin

The IRS is one of the oldest bureaus in the United States government. Article 1, Section 8 of the Constitution gave the Congress the power to **“lay and collect Taxes, Duties, Imposts and Excises, to pay the Debts and provide for the common Defence and general Welfare of the United States...”** In 1862, President Lincoln and the Congress established the Bureau of Internal Revenue and the nation’s first income tax. In 1953, the Bureau of Internal Revenue’s name changed to the Internal Revenue Service (IRS). Visit the IRS History Timeline at www.irs.gov/irs-history-timeline to learn more.

Community of Partners

The IRS interacts with numerous stakeholders to serve taxpayers and enforce tax law. Stakeholders include, but are not limited to, Congress, the Executive Branch, tax professionals, international organizations, state tax agencies and various non-profit organizations who are all valued members in our journey to execute effective taxpayer administration and serve taxpayers.

How We Serve Taxpayers Today

As one of the world’s most efficient tax administrators, the IRS and its employees take pride in collecting approximately 96% of the revenue that supports operations of the United States government while spending just 35 cents for each \$100 it collects. We are also called upon to support domestic growth and recovery, exemplified in our distribution of more than 492 million relief payments totaling over \$800 billion across three separate disbursements.

Recent Achievements



269M

Federal Tax Returns & Forms Processed (FY21)



492M

Economic Relief Payments Disbursed (FY20–21)



\$2,816

Average Individual Refund (CY21)



\$75B

Enforcement Revenue Collected (FY21)



\$4.1T

Gross Taxes Collected (FY21)



Our Strategic Goals

Our strategic goals for FY2022–2026 reflect a long-standing principle of putting the interests of our taxpayers first in everything we do. It is what drives us in our mission to provide high quality services and fairly and impartially enforce the law. Our employees continually strive to understand and meet the needs of taxpayers and protect their rights. These goals are driven by a “One IRS” mindset that is crucial to delivering our mission for all taxpayers. Additionally, our goals and objectives support Treasury’s Strategic Plan and governmentwide priorities. Please [see page 21](#) for specific alignment. To ensure we are accountable to taxpayers, we instituted a measurement process for each strategic goal and will continue to evolve and improve these measures as applicable.

One IRS Putting Taxpayers First

1 Service

Provide quality and accessible services to enhance the taxpayer experience.



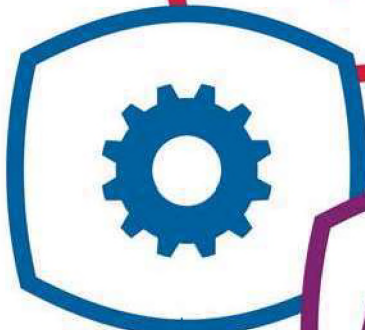
2 Enforcement

Enforce the tax law fairly and efficiently to increase voluntary compliance and narrow the tax gap.



4 Transformation

Transform IRS operations to become more resilient, agile and responsive to improve the taxpayer experience and narrow the tax gap.



3 People

Foster an inclusive, diverse and well-equipped workforce and strengthen relationships with our external partners.





Goal 1 | Service

Provide quality and accessible services to enhance the taxpayer experience.

The IRS is dedicated to providing an excellent taxpayer experience. We continue to navigate challenges due to insufficient funding, a shrinking workforce, hiring difficulties and reliance on paper processes. We are committed to helping taxpayers of all communities participate in the tax system with ease and confidence. In order to deliver high quality taxpayer service, the IRS will provide the means for all taxpayers to comply with their tax obligations by reducing accessibility barriers such as language, location and financial circumstances. We will inform and educate taxpayers proactively no matter how they engage with our services, whether through traditional or newer digital channels. Over the next five years, we will develop and increase the availability of services and tax products that are easy to use and support the needs of all communities. We strive to deepen our understanding of the taxpayer experience, be responsive to changing needs and continuously enhance taxpayer service by improving access to phone and face-to-face assistance, reducing paper inventory and expanding online options for taxpayers to meet their service needs.

In addition, our commitment to steadfastly safeguarding taxpayer data for a secure experience has become increasingly important. Taxpayer experience, rights, protection and advocacy will be strengthened as we invest in the technology necessary to optimize and secure all taxpayer interactions.

Comprehensive Taxpayer Attitude Survey Report 2020

4 of the **TOP 5** IRS SERVICES MOST IMPORTANT to taxpayers are **DIGITAL SERVICES**

TRENDS AND CHALLENGES

Growing Underserved Community Populations

Many historically underserved community populations are growing, yet still do not receive the same resources and opportunities as other communities. Minority and immigrant communities, taxpayers with disabilities, Native American communities, the elderly, the unhoused and veterans are some of those in need of additional equitable support.

The IRS needs to engage with more segments of the population, like those with limited English proficiency (LEP), that face unique challenges in accessing the information, forms or services they need. Furthermore, the COVID-19 pandemic reduced availability of face-to-face opportunities to engage with these communities.

These challenges not only make it harder for underserved populations to comply with their tax obligations, but also makes them less likely to receive the benefits to which they are entitled. Our efforts will build trust and confidence in the IRS among underserved populations, increase our emphasis on fairness, expand access to information and services and increase voluntary compliance.

More than **20%** OF U.S. RESIDENTS report speaking a language **OTHER THAN ENGLISH** at home

Center for Immigration Studies

Increasing Preference For Digital Services

Taxpayers and practitioners increasingly expect more online government services that incorporate new interactive features, like chatbots and personalized online applications, similar to those provided by banks and other private sector organizations. The FY2020 Taxpayer Experience Survey indicates 86% of taxpayers surveyed are aware of IRS.gov as a channel for digital services. The IRS is providing more digital options to meet taxpayer expectations around accessibility and availability of digital services. We will balance these digital updates while continuing to serve taxpayers who prefer service via phone, paper, or face-to-face communication and other taxpayers who are unable to meet the security measures required for digital access. Taking proactive measures to understand taxpayer behavior and preferences makes it easier to meet taxpayers where they are and for them to voluntarily comply.



OBJECTIVES & STRATEGIES

Deliver Secure and Customized Services

Objective 1.1: Deliver secure and customized services to meet taxpayer needs.

Taxpayers rely on digital services and communication channels to find answers to questions and understand the status of important filings or payments. They expect seamless, personalized and secure IRS services. We need to analyze and better understand taxpayer needs to provide them with customized services and to help them meet their tax obligations. We will continuously invest in useful tools like secure messaging to make service more responsive, efficient and effective.

Strategy 1.1.1: Expand and promote digital services, including online accounts, and digital filing capabilities, to improve taxpayer self-service.

Strategy 1.1.2: Integrate all service channels to improve access, streamline issue resolution and empower employees to meet taxpayer needs.

Strategy 1.1.3: Apply advanced analytics to develop a clear understanding of taxpayer needs and preferences to provide personalized experiences.

Strategy 1.1.4: Promptly and accurately facilitate benefit payments and services to support economic growth and recovery.

Address the Needs of the Underserved

Objective 1.2: Identify and address the needs of underserved and multilingual communities to improve their ability to participate in the tax system.

The IRS is developing accessible services for all communities, including underserved groups and those with LEP. We will do this by building upon our longstanding and successful partnerships and seeking new partners to innovatively engage with these communities. The American taxpayer population is becoming more diverse, as evidenced by the 2020 U.S. Census. Enhancing existing resources and programs, like tax clinics, can help lessen the burdens populations like these can face.

Strategy 1.2.1: Collaborate with stakeholders and expand our community presence to support the unique needs of underserved communities.

Strategy 1.2.2: Provide taxpayers with limited English proficiency and/or disabilities meaningful access to the tools, knowledge and resources necessary to fulfill their tax obligations.

Strategy 1.2.3: Expand the accessibility of IRS resources and services for international taxpayers.

Taxpayer Experience

To create proactive, convenient, seamless and effective interactions for taxpayers and stakeholders, the IRS developed the **Taxpayer Experience Strategy Roadmap** based on six focus areas:

- **Expanding Digital Services**
- **Providing a Seamless Experience**
- **Proactive Outreach and Education**
- **Expanding Partnerships**
- **Continuing to Improve Service to Underserved Communities**
- **Improving Data Management and Analytics**

The **Taxpayer Experience Office** was created to ensure an enterprise-wide focus on improving the taxpayer experience.

Multilingual Strategy

Examples of IRS advancements to support LEP taxpayers include:

- access to over-the-phone interpreter services in more than 350 languages
- new contact language options on the Form 1040
- new physical and digital publications for information and outreach available in multiple languages

The agency will build upon this progress through implementation of our **Multilingual Strategy**.





Provide Proactive Outreach & Education

Objective 1.3: Provide proactive outreach and education to improve taxpayer understanding of their rights, responsibilities and obligations.

The IRS must proactively communicate to meet taxpayers where they are. We must provide plain language and tailored messaging throughout the year at each stage of the tax lifecycle—prior to filing through receiving returns and preparing for the next year. This also includes engaging more with taxpayers on both traditional and digital channels they regularly use, from phone and paper-based communications to social media and IRS.gov online accounts. From FY2020–2021, the IRS saw a 35% growth in social media followers across all of its platforms. We also promote engagement with two-way communication, like offering telephone call back service and online chat.

Strategy 1.3.1: Increase digital communications, while maintaining traditional channels, to help ensure taxpayers have the information necessary to comply with their obligations and understand their rights.

Strategy 1.3.2: Develop easy-to-understand tax products and correspondence for effective taxpayer messaging.

Strategy 1.3.3: Enhance our social media strategy to effectively communicate with taxpayers.

Protect Taxpayer Data

Objective 1.4: Safeguard taxpayer data and privacy and protect the IRS against internal and external threats.

We will continue to prioritize the protection of taxpayer data when creating personalized services and digital tools, such as through the Secure Access Digital Identity Initiative, especially in a world where cybercrime is so prevalent. We will also continue to bolster efforts to mitigate the risks of inappropriate disclosure of sensitive information.

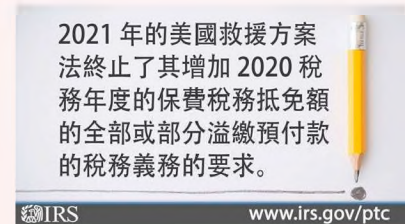
Strategy 1.4.1: Prioritize taxpayer rights and security as foundational to every program, process and system.

Strategy 1.4.2: Proactively identify, mitigate and manage internal and external risks.

Strategy 1.4.3: Design services that optimize the ease of access to digital taxpayer applications while preserving the security and integrity of taxpayer data.

Social Media Expansion

The **Social Media Strategy** includes the expansion of IRS's presence across social media platforms and increases the number of languages in which we share IRS news and tailored educational updates based on demographics. These images show examples of communications in Haitian Creole, Spanish and Traditional Chinese.



Goal 1 MEASURING SUCCESS

Progress and success of our Service Goal will be supported by measures, including but not limited to:

Enterprise Self-Assistance Participation Rate: Measures the percentage of taxpayer assistance requests resolved using self-assisted automated services.

Enterprise Level of Service: Measures the success rate of taxpayers that call an IRS toll-free phone line seeking assistance.



Goal 2 | Enforcement

Enforce the tax law fairly and efficiently to increase voluntary compliance and narrow the tax gap.

Taxpayers deserve to know that all taxpayers are accountable to the same tax laws and pay their fair share. The gross tax gap is the difference between taxes owed and taxes paid on time. These unpaid taxes create an additional financial burden for taxpayers who fully comply with the law. To make progress toward improving voluntary compliance, we will continue to strengthen enforcement capabilities, improve outreach and proactively work to analyze new tax requirements and understand taxpayer behaviors and trends. We will also leverage new technology and data analytics to detect and combat sophisticated evasion techniques and facilitate timely audits and collection investigations. These efforts enable us to fairly enforce tax law and stop those who abuse the system, such as malicious actors that take advantage of taxpayers or those who underreport or fail to file a return.

Protecting taxpayer rights, equitably enforcing the tax laws and providing taxpayers with the information and services they need are critical aspects of our efforts to improve compliance. For filers and non-filers alike, we must support all taxpayers by providing them with the services, information and opportunities to fairly address any issues with meeting their tax obligations. The IRS commits itself to the highest standards in administering and enforcing the tax code with integrity, transparency and objectivity. Our enforcement efforts should successfully narrow the tax gap, build trust with all taxpayers and keep pace with emerging threats without burdening compliant taxpayers with unnecessary audits.

TRENDS AND CHALLENGES

Rising Responsibilities and Fewer Resources

The IRS's workload has been increasing year-over-year due to several factors including, but not limited to:

- growth in the number of returns filed
- new tax laws to implement
- COVID-19 related relief
- changing expectations for digital accounts and communication

This perfect storm of factors means the IRS is under-resourced to fulfill its enforcement activities and is unable to fully fund critical services and programs. The IRS must ensure it is maintaining institutional knowledge of how to combat avoidance activities, updating necessary tax guidance for new investments and income avenues (for example, cryptocurrencies and gig work), and investing in analytical approaches that improve non-compliance identification and case selection. Improving voluntary compliance promotes confidence in the tax system and ensures adequate funding for governmental operations.

IRS ENFORCEMENT RESOURCES have declined over the years, complicating efforts to combat criminal fraud and tax evasion, address other noncompliance through civil enforcement processes, and provide helpful taxpayer guidance.



RESPONSIBILITIES

RESOURCES





OBJECTIVES & STRATEGIES

Address Non-Compliance

Objective 2.1: Improve operations to effectively and efficiently identify and address non-compliance.

The IRS will work with taxpayers to help them meet their obligations and overcome any challenges to filing, paying and reporting their taxes that may result from critical life or business events throughout the year. Operational enhancements, like applying machine learning and other advanced analytics techniques, improve our understanding and ability to predict customer behavior, select, route and resolve cases efficiently and forecast unpaid tax amounts.

Strategy 2.1.1: Reduce the taxpayer burden by decreasing the time between filing and compliance issue resolution.

Strategy 2.1.2: Establish forecast methods that enhance future tax gap estimates and initiate research on additional factors contributing to the tax gap.

Strategy 2.1.3: Deploy advanced technologies to analyze and identify patterns of non-compliance and facilitate appropriate case selection.

Strategy 2.1.4: Enhance predictive analytics to provide potential recommendations for taxpayer actions or treatments using aggregated case data.

Fairly Enforce Tax Laws & Collect Taxes

Objective 2.2: Enhance enforcement efforts to collect unpaid taxes in a fair and impartial manner.

Collecting unpaid taxes requires effective deterrence and enforcement capabilities. The IRS is increasing focus on non-compliant, high-income and high-wealth taxpayers, business partnerships and large corporations that make up a disproportionate share of unpaid taxes. We will optimize our state-of-the-art enforcement tools and processes to collect unpaid taxes as part of a fair and impartial enforcement process. A crucial part of deterrence involves increasing our presence in the communities we serve, publicizing enforcement successes, like our nearly 90% conviction rate from criminal cases, and making continuous improvements based on feedback from community members.

Strategy 2.2.1: Strengthen the deterrent effect by increasing our community presence and audit coverage, especially for cases with a high risk of non-compliance.

Strategy 2.2.2: Improve public confidence in the tax system and promote compliance by publicizing criminal prosecutions and civil enforcement efforts.

Strategy 2.2.3: Support optimization of the collection process to best secure payment from non-compliant taxpayers.

Modernizing Case Management Improves Taxpayer Experience and Compliance

Enterprise Case Management will give employees a single source for real-time access to a 360-degree view of the taxpayer's history and a suite of tools to detect, prevent and address non-compliance in an emerging tax ecosystem.



Criminal Investigation Time Spent

DIRECT INVESTIGATIVE TIME SPENT* PERCENTAGES

*1.4% Uncategorized





Proactively Identify Fraud

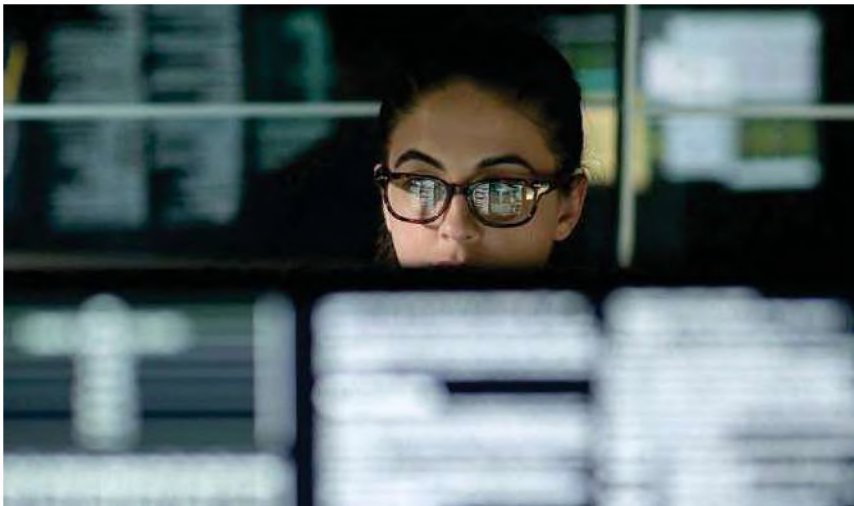
Objective 2.3: Proactively identify current and emerging fraud schemes and other threats using real-time intelligence and analytics.

Investments in emerging technology and process optimization enable the IRS to proactively identify cybercrime and emerging fraudulent behaviors, as well as quickly mitigate potential damages. New methods of advanced data analytics, using natural language processing and artificial intelligence, are creating predictive models that make connections to discover deeper insights and generate recommendations to combat tax fraud and increase compliance. The IRS continues to enhance our anomaly detection capabilities to identify fraud and other non-compliance and to help guide our enforcement efforts.

Strategy 2.3.1: Consolidate fraud-related compliance efforts to streamline operations and better allocate resources.

Strategy 2.3.2: Proactively provide taxpayers and other stakeholders with information on how to protect themselves against fraud schemes, abusive tax avoidance efforts and cybersecurity threats.

Strategy 2.3.3: Utilize emerging technology to rapidly identify and thwart fraudulent activity while minimizing false positives from fraud detection models.



Virtual Currency Education

The Office of Fraud Enforcement is investing in world-class blockchain tracing and virtual currency analytics tools for civil compliance employees to increase their awareness and fluency in virtual currency investigative techniques. The new **Virtual Currency Learning Academy** provides all IRS personnel unlimited access to beginner through expert-level training in cryptocurrencies, blockchain tracing, Anti-Money Laundering compliance, and advanced topics, such as Altcoins.



Goal 2 MEASURING SUCCESS

Progress and success of our Enforcement Goal will be supported by measures, including but not limited to:

Exam Starts:
Three separate measures that measure the number of examinations started during the fiscal year in specific income categories of high-income individuals, partnerships and large corporations.

Repeat Non-Compliance Rate:
Measures the percentage of individual taxpayers in a fiscal year with non-compliance two years after the initial tax year that contains a filing, payment, or reporting compliance issue.



Goal 3 | People

Foster an inclusive, diverse and well-equipped workforce and strengthen relationships with our external partners.

At the heart of our ability to provide taxpayers with quality service and fair enforcement lies a dedicated workforce and community of partners. We pride ourselves as leaders in workforce diversity and strive to continue our dedication towards making the IRS an equitable and inclusive environment for all employees to thrive and grow. The global COVID-19 pandemic shifted the nature of our work in unprecedented ways, highlighting the importance of prioritizing and strengthening our workforce culture. By supporting flexible work environments and career paths, the IRS aims to build a culture that values and empowers employees to maximize their potential. Cultivating a culture that exceeds employee expectations will help us retain talent and fill critical workforce gaps caused by retirements and new skill demands.

We are committed to developing our employees by providing resources, tools and training that will help meet the needs of today and tomorrow. We continue to build our workforce using data-driven planning methods to strategically understand future workforce needs. It is important for us to foster continued partnerships and build new ones with those who are essential collaborators in improving the taxpayer experience. Together, we'll continue to expand our network for better information sharing and improved service delivery.

TRENDS AND CHALLENGES

Enabling an Equitable, Diverse and Flexible Workplace Culture

Employee expectations of work culture are changing. This has led to a focus on welcoming these conversations and assessing how our organization practices these values through service to our employees and taxpayers. Employees increasingly value flexibility (for example, remote work and personalized schedules) as the nature of work is shifting in response to the COVID-19 pandemic. Improving work-life balance and creating meaningful career path opportunities helps employees unlock their full potential. In order to attract and retain talent, we must deliver on values of equity, diversity, inclusion, accessibility and flexibility in a meaningful way that meets employee expectations and fully represents the diverse communities we serve.

“88%

of respondents to a 2021 IRS employee survey agree that diversity and inclusion positively affect the IRS's ability to serve taxpayers”

Rising Retirement and Attrition

The IRS has an aging workforce. While we recognize the vast majority of employees remain beyond the earliest date they can retire, an estimated 52,000 of 83,000 are eligible to retire or resign within the next six years. The average attrition rate for federal agencies is 5.8%, whereas the IRS's is higher at 7.3% (Partnership for Public Service). The IRS is implementing recruitment and succession planning strategies to mitigate these effects while working with congressional leadership to provide consistent funding and support for federal hiring initiatives. This will ensure the IRS has a pipeline of incoming and future talent ready to help achieve its mission-critical goals year after year. Without this, the organization will lose vital institutional knowledge and face a workforce ill-equipped and understaffed to carry out its mission.

IRS may lose up to 52K of 83K employees due to attrition



Approximately **63%**



OBJECTIVES & STRATEGIES

Recruit, Hire & Retain a Diverse Workforce

Objective 3.1: Recruit, hire and retain a workforce that reflects the communities we serve to meet current and future needs.

Our ability to serve taxpayers depends on our people and experienced leadership. We must hire diverse and representative talent and retain expertise through diligent workforce and succession planning. Our approach will help offset the future effects of potentially high retirement rates in an aging workforce and high attrition due to a competitive private sector market. In addition, we'll ensure we recruit and hire from a variety of backgrounds and support the needs of our employees.

Strategy 3.1.1: Expand strategic hiring efforts and utilize workforce planning to manage current and future workforce needs.

Strategy 3.1.2: Establish a comprehensive brand strategy and increase recruitment of well-qualified individuals, including those from underserved and diverse communities.

Strategy 3.1.3: Streamline operations for hiring and onboarding administration.

Strategy 3.1.4: Enhance retention through increased focus and analysis on mission-critical positions, and improve succession planning to maintain institutional expertise and reduce workload disruptions.

Empower Workforce Development

Objective 3.2: Empower our workforce with the proper training, tools and processes to improve the employee experience and better serve taxpayers.

Developing an exemplary workforce requires investing in the right tools, technology and training while providing a flexible, supportive and equitable culture. We must ensure that we enable our employees to thrive and develop their career paths. Our work environment must adapt with thoughtful human capital solutions and workforce strategies as work requirements continue to evolve. We will make sure employees have knowledge of and access to cutting-edge technology and data analytics tools. To help foster valuable training experiences, the new IRS University serves as a centralized, collaborative learning center for employee growth, knowledge management, skill development and cultural learning.

Strategy 3.2.1: Foster an equitable, inclusive and accessible workplace culture that respects and embraces all facets of diversity.

Strategy 3.2.2: Provide our employees with training that closes competency gaps in mission-critical areas and yields better service to taxpayers in all communities.

Strategy 3.2.3: Support our workforce with the flexibility, tools and information needed to safely conduct their work and protect their well-being as the future of work evolves.

Strategy 3.2.4: Provide employees with structured, yet flexible career paths to help them succeed in their current role and plan for their future.

Equity, Diversity, Inclusion and Accessibility Strategy

The **Equity, Diversity, Inclusion and Accessibility Strategy** aspires to create a culture of caring where everyone is accountable for advancing inclusion, treated with respect and fairness, feels safe to share authentic perspectives and has an opportunity to reach their full potential.

PRIORITY AREAS



People

Valuing, respecting and developing employees to reach their greatest potential at work and in life.



Culture

An inclusive workplace that focuses on wellbeing, allowing employees to feel a sense of safety, belonging and authenticity.



Leadership

Providing strategic direction, demonstrating commitment and reinforcing accountability.



Community

Making a positive social impact by fostering internal and external partnerships and creating initiatives that support the communities in which we live and serve.

Training Strategy

The Taxpayer First Act **Comprehensive Training Strategy**, led by the Human Capital Office, will improve existing training by establishing an innovative learning function that leverages technology and industry standards to enhance training experiences, promote a continuous learning environment and invest in employee development throughout their career.



Strengthen & Utilize Partnerships

Objective 3.3: Strengthen, expand and effectively utilize our network of trusted partners to better serve taxpayers and improve compliance.

The IRS recognizes the opportunity and responsibility it has within the larger tax community. Trusted partners help us facilitate our tax administration efforts and proactively address emerging trends and challenges. This includes reaching and supporting underserved communities through relationships that are critical during the filing season and throughout the year. By engaging with over 10,000 external partners, such as other government agencies, international tax administrations, tax preparers, technology providers and industry groups, we can improve data-sharing and communication to better fulfill our mission.

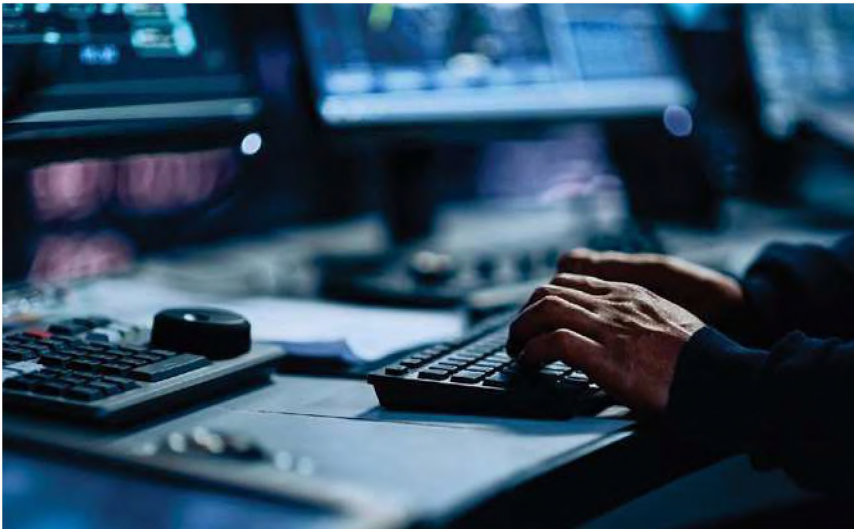
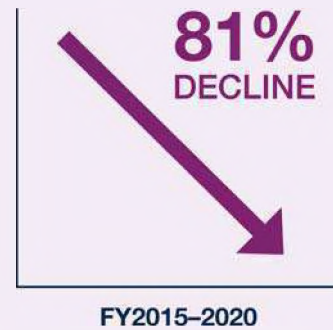
Strategy 3.3.1: Improve secure data and information-sharing between local, national and international stakeholders to collaborate on solving common problems.

Strategy 3.3.2: Proactively solicit input from the practitioner community to improve our services.

Strategy 3.3.3: Support and enable our partners, including nonprofit organizations and federal, state and local agencies, to help serve taxpayers and reach underserved communities.

Security Summit & Tax Related Identity Theft Report Reduction

The first-ever Security Summit was convened in March 2015 and involved a coalition of state tax agencies and private-sector tax industry members. Since its creation, the number of taxpayers reporting **tax-related identity theft has fallen by 81%**.



Goal 3 MEASURING SUCCESS

Progress and success of our People Goal will be supported by measures, including but not limited to:

Employee Engagement Index: Measures key attributes of diversity and inclusion from the Federal Employee Viewpoint Survey (FEVS).

Volunteer Income Tax Assistance (VITA) and Tax Counseling for the Elderly (TCE) - Number of Returns Prepared:

Measures the number of individual federal income tax returns prepared by VITA/TCE volunteers.



Goal 4 | Transformation

Transform IRS operations to become more resilient, agile and responsive to improve the taxpayer experience and narrow the tax gap.

To continue delivering on our mission, we must transform as an organization to keep pace with a rapidly changing world. Our transformation journey includes organizational redesign, modernization efforts, technological innovation and integrated data management capabilities. Implementation of recommendations from the [Taxpayer First Act Report to Congress](#) and updates to our modernization portfolio will enable us to achieve this transformation and not only support taxpayers, but also to handle persistent and sophisticated challenges to tax administration.

A more efficient, secure and adaptable organization informed by data insights can drive higher quality service, improve enforcement efforts and better enable our employees and partners. Through comprehensive transformation, we will be better prepared to achieve each of our strategic goals with an organization focused on and prepared for the future.

The cost of Digital Interactions dropped from \$0.20 in FY2016 to \$0.13 in FY2021

as the number of interactions rose from 384M to 1.44B. These interactions have a much lower per-transaction cost than traditional channels.

TRENDS AND CHALLENGES

Fortifying Cybersecurity and Data Protection

A rise in cyberthreats and ransom-ware attacks in recent years have plagued both government and commercial entities, ranging from public infrastructure impairments to personal data loss. The IRS has a collection of personal and financial data that it must keep secure and defend against complex cyberattacks. The IRS observes and mitigates more than 1.4 billion cyberattacks annually, including denial-of-service attacks, intrusion attempts, probes or scans and other unauthorized connectivity attempts. Technological and security investments help ensure that the IRS maintains a reputation for delivering high-quality taxpayer experience while safeguarding taxpayer data, which can help with achieving digital self-service adoption targets.

Robust Identity Verification Process



Adapting to Evolving Technology and Expectations

The IRS must be quick to respond to a rapidly evolving environment where taxpayer and employee expectations and legislative and regulatory directions shift. We have a responsibility as a large, high-impact service provider to modernize and operate in response to these changes in a sustainable and cost-effective manner. Taxpayer-facing and internal digital transformation initiatives help the IRS quickly meet these shifting expectations and yield a significant return on investment compared to existing technology and processes. Successful adaptation also requires an organizational culture that emphasizes agility to take on new challenges, such as the IRS's increasing role in the administration of taxpayer benefits. Consistent multi-year funding helps the IRS respond to continued and rapid change in expectations and deliver in a more sustainable manner.



OBJECTIVES & STRATEGIES

Redesign and Maximize Efficiencies

Objective 4.1: Reorganize our operational structure to provide an exceptional taxpayer experience by increasing collaboration and maximizing efficiencies.

The IRS will redesign its structure to increase collaboration across business units, ensure consistency of service in each interaction and streamline operations to truly operate as One IRS. This new organization and implementation of the recommendations within the TFA Report to Congress will enable us to better deliver our mission-critical services, improve the taxpayer and employee experience and continue being cost-conscious stewards of taxpayer funds.

Strategy 4.1.1: Reorganize taxpayer service and compliance operations to optimize mission-critical functions.

Strategy 4.1.2: Streamline processes through more efficient governance, procurement and collaboration.

Strategy 4.1.3: Enhance financial management and promote sound internal controls.

Strategy 4.1.4: Incorporate climate resilience and environmental justice considerations into the planning and implementation of physical infrastructure improvement projects.

Modernize Infrastructure

Objective 4.2: Modernize technology infrastructure and develop secure and sustainable solutions to improve tax administration.

Part of the IRS's transformation is new, sustainable investment alongside the retirement of legacy systems to improve service and enforcement efforts. The IRS recognizes that the rate of technological change is swift, and we strive to readily modernize in the face of technological advancements and emerging threats from bad actors.

Strategy 4.2.1: Strengthen organizational resilience by upgrading and decommissioning systems, where appropriate.

Strategy 4.2.2: Enhance operational agility by adopting advanced technologies and leveraging common platforms across business units.

Strategy 4.2.3: Accelerate cybersecurity modernization efforts to protect high-value assets from malicious cyber threats and improve identity and access management for trusted users.

Organizational Redesign



The Taxpayer First Act Report to Congress laid out recommendations for an operating model and organizational structure that would, among other things, increase collaboration, coordinate strategic implementation of large-scale initiatives and enhance innovation. The **IRS NEXT Office** will spearhead Servicewide efforts to revitalize the IRS as a high-performing organization that increases efficiency, creates meaningful career paths for employees and provides flexibility to meet changing demands.

Bureau Climate Action Plan

The IRS has developed the following actions described in the **IRS Climate Action Plan** with focus on environmental justice and enhancing America's clean energy efforts:

- expand IRS services and operations into areas disproportionately affected by extreme weather effects, such as Puerto Rico
- develop, implement and facilitate a Climate Literacy Working Group
- procure and implement an Energy Savings Performance Contract through the Department of Energy
- increase and support use of Renewable Energy Technologies at IRS sites nationwide
- develop, implement and facilitate an intra-agency Green Fleet Work Group



Increase Digitalization

Objective 4.3: Increase digitalization to streamline processes, improve access to digital data and lessen our environmental impact.

We aim to modernize sustainably by reducing paper reliance, investing in technologies that support climate-friendly operations, offering taxpayers digital access and training employees on digital tools and procedures. These investments are at the heart of our Digitalization Strategy and part of governmentwide efforts to modernize services and prioritize operations to combat the harmful effects of climate change.

Strategy 4.3.1: Reduce incoming paper volume and minimize internal paper-producing processes.

Strategy 4.3.2: Convert paper-based information into a digital format and increase access to digital data.

Strategy 4.3.3: Prepare and train employees to manage and use digital data more effectively.

Improve Data-Driven Decision-Making

Objective 4.4: Improve data management and application of analytical capabilities to drive evidence-based decisions.

It is crucial to enhance the taxpayer experience by prioritizing data accessibility and analytical skill development to improve how we evaluate compliance. Our data governance strategy encourages data-driven decision-making and data integration between the IRS and its partners to proactively improve and respond to service and enforcement challenges.

Strategy 4.4.1: Develop a secure data management strategy and a Servicewide understanding of operational data to promote data literacy.

Strategy 4.4.2: Increase training and access to analytical capabilities.

Strategy 4.4.3: Improve third-party data sharing and internal data utilization to enhance operational decision-making.

Digitalization Initiatives

The Enterprise Digitalization and Case Management Office is leading the development of IRS's **Digitalization Strategy**, which aims to reduce paper volume and increase access and management of digital data. Investments, such as **digital scanning, character recognition software and augmented reality** help the IRS efficiently process and gain broader access to paper-based information.

Modernizing Operations

The **IRS Modernization Portfolio** includes dozens of efforts, such as:

- new digital tools and services
- technology to help reduce wait time on IRS phone lines
- easier and more secure data protection capabilities
- updates to core case and account management systems

These efforts directly support modernizing our technology infrastructure and multiple strategic goals.



Goal 4 MEASURING SUCCESS

Progress and success of our Transformation Goal will be supported by measures, including but not limited to:

Percent of Aged Hardware: Measures the percentage of IT hardware in operation past its useful life.

Percent of High-Volume IRS Notices Available to be Viewed by Taxpayers Digitally: Measures the percent of high-volume notices that can be viewed digitally.



Managing Risk

Recognizing that risk is inherent to the operations of any organization, the IRS actively identifies and manages risk to the nation's tax administration system, with a focus on those that affect our mission. The IRS is committed to preventing and mitigating risk exposure, particularly in areas that could affect our ability to: administer the tax law fairly and with integrity, protect taxpayer rights and data, guard and maintain our technology infrastructure, serve as a responsible steward of taxpayer dollars and provide an inclusive, safe and secure workplace. We acknowledge that risk is always a part of decision-making, so we use thoughtful analysis to determine the level of risk we are willing to accept. We are willing to accept higher risk levels when pursuing transformative innovation or during certain critical periods, such as times of crises or when faced with the need to expeditiously implement critical legislation. In these instances, the IRS documents the rationale used in accepting the additional risk exposure.



GOAL 1 | Service: Provide quality and accessible services to enhance the taxpayer experience.

The IRS is committed to providing high-quality taxpayer service; however, the IRS maintains a low appetite for activities that endanger taxpayer privacy or put taxpayer data at risk, and continues to implement safeguards to protect data and privacy. We will explore implementing innovative practices that increase communication with taxpayers, recognizing that this may introduce additional risk, in order to address the needs of underserved and multilingual communities.



GOAL 2 | Enforcement: Enforce the tax law fairly and efficiently to increase voluntary compliance and narrow the tax gap.

The IRS continues to enhance its enforcement capabilities and strategies to efficiently identify, prioritize and respond to non-compliance, including becoming more vigilant and responsive to non-compliance methods as they evolve. The IRS recognizes that fraud can't be completely avoided, but maintains a low appetite for intentional non-compliance. As the IRS continues to prioritize the prevention of fraudulent activities and non-compliance, we are willing to explore innovative and assertive measures to combat emerging fraud schemes where risk may exist.



GOAL 3 | People: Foster an inclusive, diverse and well-equipped workforce and strengthen relationships with our external partners.

The IRS is committed to providing an inclusive, safe and secure workplace and has a low appetite for activity that increases risk exposure in this area. The IRS is willing to accept additional risk as we embrace innovation in developing training, tools and processes that empower the workforce, improve the employee experience and maximize service delivery. The IRS is willing to expand our network of trusted partners to be agile and flexible in the delivery of our mission, but we have a low appetite for added risk exposure associated with data security.



GOAL 4 | Transformation: Transform IRS operations to become more resilient, agile and responsive to improve the taxpayer experience and narrow the tax gap.

The IRS recognizes that to provide an exceptional taxpayer experience, modernized digital solutions that streamline processes and improve service are a priority that may come with some level of risk. The IRS has a low appetite for transformation initiatives where organizational synergies and emerging technologies are not developed, there isn't a clear benefit to IRS employees and/or the taxpayer experience or where costs outweigh benefits. We are open to exploring innovations that improve processes and lead to secure, sustainable and resilient solutions.



Department of Treasury Strategic Plan Alignment

The IRS Strategic Plan FY2022-2026 supports key governmentwide strategic priorities from the President’s Management Agenda including strengthening the federal workforce, delivering an excellent customer experience, combating climate change, increasing equity and supporting underserved communities. As the Department of the Treasury’s largest bureau, the IRS plays a critical role in advancing Treasury’s Strategic Plan 2022-2026 by co-leading the “Tax Policy and Administration” strategic objective and supporting eight other objectives across all five goals (alignment illustrated in the chart below). The IRS regularly reports on progress towards these shared priorities and contributes to several of the Cross-Agency Priority Goals and the Department’s two-year Agency Priority Goals.

The IRS supports Treasury on other governmentwide legislative priorities, including the Evidence-Based Policymaking Act of 2018 and the Program Management Improvement Accountability Act of 2016. Treasury designated “IRS Modernization” as one of the Department’s critical program areas requiring annual program management reviews and IRS contributions towards Treasury’s evidence building activities. See Appendix B to learn more about the FY2022-2026 IRS Learning Agenda.

Treasury Strategic Goals & Objectives with IRS Alignment

IRS Strategic Goals & Objectives		Economy	National Security		Financial Stability	Climate Change	Operations			
		Tax Administration & Policy	Cyber Resiliency	Financial System Transparency	Financial Innovation	Sustainable Operations	Diverse Workforce	Future of Work	Better Use of Data	Customer Experience
<p>Goal 1.0 Service</p>	1.1 Deliver Secure and Customized Services	■			■				■	■
	1.2 Address the Needs of the Underserved	■			■	■				■
	1.3 Provide Proactive Outreach & Education	■			■					■
	1.4 Protect Taxpayer Data	■	■		■	■				■
<p>Goal 2.0 Enforcement</p>	2.1 Address Non-Compliance	■			■				■	■
	2.2 Fairly Enforce Tax Laws & Collect Taxes	■		■						■
	2.3 Proactively Identify Fraud	■	■		■				■	■
<p>Goal 3.0 People</p>	3.1 Recruit, Hire & Retain a Diverse Workforce	■					■	■		■
	3.2 Empower Workforce Development	■				■	■	■		■
	3.3 Strengthen & Utilize Partnerships	■	■	■	■	■	■	■	■	■
<p>Goal 4.0 Transformation</p>	4.1 Redesign & Maximize Efficiencies	■				■				■
	4.2 Modernize Infrastructure	■	■			■				■
	4.3 Increase Digitalization	■			■	■				■
	4.4 Improve Data-Driven Decision Making	■	■	■	■				■	■



Conclusion

This five-year strategic plan provides a blueprint for our continued organizational success, and we are excited and confident in our ability to tackle the challenges of tomorrow. A tireless dedication to providing a high-quality taxpayer experience, a determined approach to enforcement, a commitment to our people in fostering an inclusive workplace and an organizational transformation to meet critical and future needs will enable the IRS to play its vital role in American government and society. This plan sets the vision for the IRS's future direction, and will be the foundational element for our ongoing annual planning process, including what key projects and initiatives IRS will support over the next five years.

We acknowledge it is our responsibility to operate with the utmost integrity, accountability and transparency. Despite the challenges ahead—including changes in tax law, evolving technology, staffing challenges, cybersecurity risks and fiscal uncertainty—we have confidence we can continue to deliver on our mission through a steadfast execution of this strategy. Americans deserve nothing short of excellence, and we stand ready to deliver.



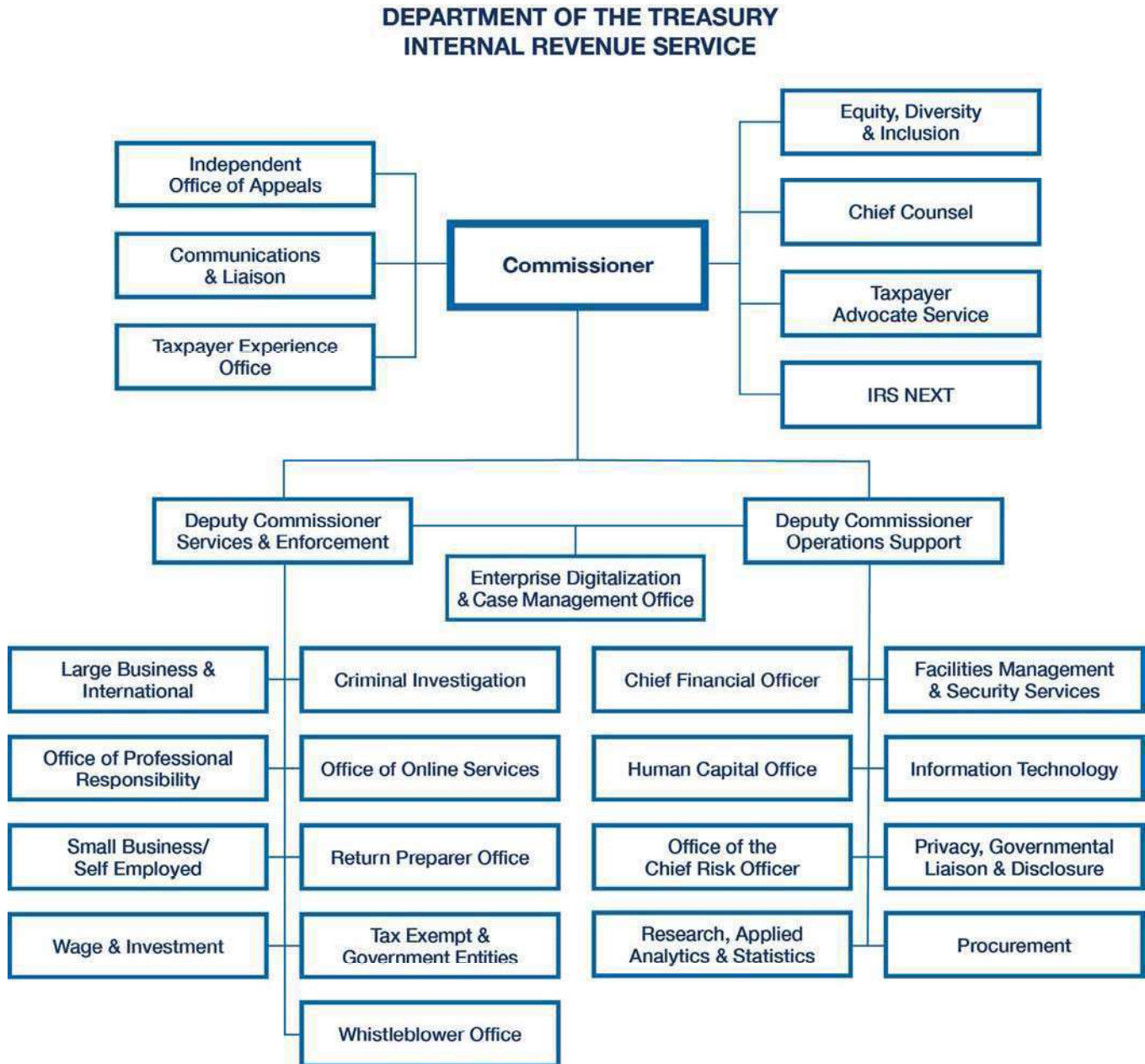
“We respect and proudly serve **all** taxpayers, none more or less so than any other. We must operate from their perspective, through their eyes, enhancing their experiences while striving to provide clear, meaningful guidance and services, in the language of their choice, wherever possible.”

-Chuck Rettig, IRS Commissioner





Appendix A: Organizational Chart



The IRS Organization Chart is subject to change. Please refer to IRS.gov for the most up-to-date organizational chart.



Appendix B: Learning Agenda

The IRS's Learning Agenda supports the Department of the Treasury's Learning Agenda in meeting the requirements of the Evidence-Based Policymaking Act of 2018. The IRS's Learning Agenda is aligned to the four strategic goals in this plan. The Learning Agenda guides research to produce evidence that policymakers can use for data-driven decision making. This research can fill critical information gaps, focus strategic efforts, better allocate resources and facilitate the anticipation of risks. Conducted through an annual Evaluation Plan, the research informs questions relevant to each goal and helps the IRS understand how to better accomplish strategic priorities.

As a bureau of Treasury, the IRS takes frequent steps to align its research and evidence-gathering activities with the Department of the Treasury. The IRS develops its own Learning Agenda to better narrow research questions to its mission while still supporting Treasury priorities. Both a working group of diverse participants and a research community of nine IRS organizations are dedicated to addressing the following research questions:

Goal 1 | Service

Provide quality and accessible services to enhance the taxpayer experience.

- How can the IRS address taxpayer needs and preferences to deliver a better taxpayer experience?*
- How can the IRS simplify interactions for taxpayers, such as providing more self-service options, improving processes for filing, responding to audit notices or examinations, correcting returns and remitting payments?*
- How can the IRS identify potential issues as they occur and engage taxpayers in the resolution process in as near real-time as possible?

Goal 2 | Enforcement

Enforce the tax law fairly and efficiently to increase voluntary compliance and narrow the tax gap.

- How can the IRS use information reporting, artificial intelligence, data and advanced analytic techniques to narrow the tax gap, improve compliance and diminish repeat non-compliance?*
- What new data or analytic advances could the IRS take to identify emerging non-compliance issues and address the tax gap?

Goal 3 | People

Foster an inclusive, diverse and well-equipped workforce and strengthen relationships with our external partners.

- How can the IRS recruit, train, retain and equip its workforce to support the current and future goals of the IRS?
- How can the IRS design an effective plan for leadership succession and invest in future leaders through management programs, training and skill building?

Goal 4 | Transformation

Transform IRS operations to become more resilient, agile and responsive to improve the taxpayer experience and narrow the tax gap.

- How can the IRS modify policies, processes and technology to improve operational efficiencies, narrow the tax gap and coordinate across business units?
- How can the IRS capture and provision data in a way that maximizes the use of electronic data across the IRS?

*IRS Learning Agenda question included in Treasury's Learning Agenda



Appendix C: Acronyms

CY	Calendar Year
FY	Fiscal Year
LEP	Limited English Proficiency
TCE	Tax Counseling for the Elderly
TFA	Taxpayer First Act
VITA	Volunteer Income Tax Assistance



COMMISSIONER

DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE
WASHINGTON, D.C. 20224

February 15, 2021

MEMORANDUM FOR ALL EMPLOYEES

FROM:

Charles P. Rettig
Commissioner of Internal Revenue

Charles P.
Rettig

Digitally signed by
Charles P. Rettig
Date: 2021.02.15
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SUBJECT:

Anti-Harassment & Anti-Bullying Policy

Purpose

The Internal Revenue Service (IRS) is committed to fostering a model workplace free of conduct that negatively affects employee engagement and productivity. Every effort must be made to prevent harassment and bullying in general and in particular harassment based on protected characteristics (i.e., race, color, sex (including pregnancy, sexual orientation, gender identity, and transgender status), national origin, religion, age (40 and over), disability (mental or physical), parental status, protected genetic information, and participation in protected equal employment opportunity (EEO) activity). The purpose of this policy is to prevent or mitigate harm to any employee subjected to harassment or bullying. As such, this policy seeks to address harassing and bullying conduct before it reaches the level of unlawful harassment.

This policy supplements, but does not replace, existing EEO complaint procedures under 29 C.F.R. Part 1614 or collective bargaining grievance procedures. This policy applies whether the employee has sought relief through another course of action, including an EEO administrative complaint, Merit Systems Protection Board (MSPB) appeal, or negotiated grievance.

Policy

The IRS has zero tolerance for discriminatory harassing conduct against an employee or applicant for employment based on a protected characteristic. Moreover, the IRS will not tolerate harassment or bullying of any kind.

Employees are protected from harassment by non-employees, and the IRS may be held accountable for harassment by non-employees in work-related situations. Furthermore, the IRS may address harassment by an employee toward another employee under this policy, even if the harassment took place outside of the workplace and during off-duty hours.

The conduct covered by this policy is broader than the legal definition of unlawful harassment. The goal of this policy is to stop unwelcome conduct before it rises to the level of unlawful harassment and to prevent harassment, sexual harassment, and bullying from occurring. Through enforcement of this policy, and by educating all employees, the IRS seeks to prevent, address, and correct behavior that violates this policy.

The IRS' goal is to address and eradicate any potentially harassing conduct. To achieve this goal, it is imperative that any conduct that is perceived to be unwelcome, hostile, and/or abusive be reported to a management official as soon as possible. Should any unwelcome, hostile, and/or abusive conduct occur, this policy sets forth procedures for immediate and appropriate investigation and corrective action. Importantly, if warranted, corrective action may include disciplinary or adverse action.

Distribution

This policy shall be distributed to all employees upon issuance and annually thereafter. It shall also be made available to employees on the IRS intranet and distributed during the first week of work to all new employees as part of their orientation. Additionally, the Equity, Diversity and Inclusion (EDI) Anti-Harassment Section will provide periodic trainings on this policy to Management and employees.

Separation of Anti-Harassment/Anti-Bullying and EEO Processes

The process to address allegations of harassment, sexual harassment, and bullying detailed in this policy are separate from the EEO complaint process. As such, under this policy the Chief Diversity Officer, and specifically the EEO Division, cannot conduct a Management Inquiry into allegations of harassment or bullying or act as the Deciding Official regarding the inquiry findings. Information related to allegations of harassment, sexual harassment, and bullying will be shared between the EDI Anti-Harassment Program Office and the IRS EEO Division only as detailed in this policy.

Conduct Covered

Harassment: Harassment is hostile or abusive conduct based on a protected characteristic (i.e., race, color, sex (including pregnancy, sexual orientation, gender identity, and transgender status), national origin, religion, age (40 and over), disability (mental or physical), parental status, protected genetic information, and participation in protected equal employment opportunity (EEO) activity).

Unlawful Harassment: Unlawful harassment is a form of prohibited employment discrimination. Unlawful harassment includes hostile or abusive conduct based on a protected characteristic where:

- (a) such conduct by a supervisor culminates in a tangible employment action (i.e., a significant change in employment status or benefit); or
- (b) the conduct is sufficiently severe or pervasive as to alter the terms, conditions, or privileges of the employee's employment, unreasonably interferes with work performance, or otherwise creates a working environment which a reasonable person would consider intimidating, hostile, or abusive.

Examples of harassing conduct may include, but are not limited to:

- Making derogatory comments or displaying offensive behavior about a person's religious beliefs or any other protected characteristic;
- Making offensive or insulting comments about skin color, ethnic traits, or age;
- Making offensive gestures or negative comments about a mental or physical disability;
- Sharing inappropriate images, videos, letters or notes;
- Making offensive or negative comments about a co-worker or employee because of a protected characteristic;
- Wearing offensive clothing that displays inappropriate images in the workplace;
- Using racist slurs or slang phrases; and
- Displaying drawings, posters, cartoons, or images in the workplace that are offensive to other people based on any protected characteristic.

While the single use of an epithet that offends another employee will typically not rise to the level of unlawful harassment, it is the IRS' policy that such conduct is inappropriate in the workplace and will not be tolerated.

The following conduct typically would not constitute harassing conduct and is not covered by this policy:

- Petty slights and trivial annoyances, a lack of good manners or personality conflicts. For example, saying or doing something in a playful manner to annoy or cause a reaction; lack of good manners (e.g., not saying good morning, please, thank you, humming or singing loudly to music, even though headphones are being used, etc.); miscommunications (e.g., having a misunderstanding, disagreement, or lack of guidance/direction); or personality conflicts (e.g., individuals having differing communication styles).
- Reasonable management actions in support of the work or directions to employees to perform work. For example, reasonable management actions in support of the work (i.e., providing performance feedback, directing employees to meet with a manager, advising of conduct or time and attendance concerns, monitoring or tracking these and/or the work area/work environment for reasonable business reasons) and/or assigning work and directions to employees to perform work.

Sexual Harassment: Sexual harassment is one form of harassment prohibited by this policy and refers to unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature. The harasser may be the same sex or a different sex from the targeted person. Such conduct constitutes sexual harassment when:

- (a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- (b) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- (c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Examples of sexual harassing conduct may include, but are not limited to:

- Remarks about a person's appearance, clothing, body parts, or activities;
- Physically blocking a person's movement or standing in their way;
- Descriptions of sexual acts;
- Staring or looking a person's body up and down;
- Following an individual around or paying excessive attention to them;
- Telling lewd jokes or sharing stories about sexual experiences;
- Sending unwanted suggestive or lewd emails, letters or other communications (including those shared via social media sites (e.g., Facebook, Twitter, Snapchat, Tik Tok, etc.) or blogs (e.g., Blogger, Wordpress, Tumblr, etc.));
- Sharing images of a sexual nature around the workplace, or displaying posters, pictures, items, or screensavers of a sexual nature;
- Inappropriate and suggestive touching, kissing, rubbing or caressing of a person's body and/or clothing;
- Pressure for dates, despite repeated declinations;
- Repeated requests for sexual favors; and
- Making sexually offensive gestures, remarks or facial expressions.

Retaliatory Harassment: Retaliatory harassment is harassing conduct based on a person's prior protected EEO activity. For instance, an employee is protected under Federal anti-discrimination laws from retaliation for having filed an EEO complaint, or testifying, assisting, or participating in any manner in an EEO investigation, proceeding, or hearing. In addition, an employee is protected from retaliation for engaging in reasonable opposition to any practice made unlawful under Federal anti-discrimination laws. Moreover, an employee is protected from retaliation for having requested a reasonable accommodation for a disability or religious belief. Even if the retaliatory harassment is not severe or pervasive enough to create a hostile work environment, retaliatory harassment may be unlawful if it could deter a reasonable person from asserting their EEO rights.

Bullying: Bullying occurs when an individual engages in repeated, unreasonable actions intended to intimidate, degrade, offend, humiliate, or marginalize the target person or group. Although bullying is currently not recognized as a legal cause of action under Federal anti-discrimination laws, bullying based on a protected characteristic that constitutes unlawful harassment is prohibited. Regardless of the reason such activity occurs, bullying, for any reason, is against the IRS Rules of Conduct and is prohibited by this policy.

Examples of workplace bullying include, but are not limited to:

- Unwarranted or invalid criticism;
- Blame without factual justification;
- Being treated differently from the rest of your work group;
- Being sworn at;
- Exclusion or social isolation;
- Being shouted at or being intentionally humiliated; and
- Being the target of practical jokes.

Cyber-Harassment or Cyber-Bullying: Cyber-harassment or cyber-bullying involves using electronic devices, including cellular phones and computers, to transmit harassing or bullying text or images via text message, email, social media sites (e.g., Facebook, Twitter, Snapchat, Tik Tok, etc.) or blogs (e.g., Blogger, Wordpress, Tumblr, etc.). Although cyber-bullying is currently not recognized as a legal cause of action under Federal anti-discrimination laws, cyber-bullying based on a protected characteristic that constitutes unlawful harassment is prohibited. Regardless of the reason such activity occurs, cyber-bullying, for any reason, is against the IRS Rules of Conduct and is prohibited by this policy.

Examples of cyber-harassment or cyber-bullying include, but are not limited to:

- Posting comments or rumors about someone online that are mean, hurtful, or embarrassing;
- Threatening to hurt someone or telling them to kill themselves;
- Posting a mean or hurtful picture or video;
- Pretending to be someone else online to solicit or post personal or false information about someone else;
- Posting mean or hateful names, comments or content about any race, religion, ethnicity, or other personal characteristics online;
- Creating a mean or hurtful webpage about someone;
- Doxing, which is a form of online harassment used to exact revenge and to threaten to destroy the privacy of individuals by making their personal information public, including addresses, Social Security Number, credit card and phone numbers, links to social media accounts, and other private data.

Employer Liability for Unlawful Harassment

The employer is automatically liable for unlawful harassment by a supervisor that results in a tangible employment action such as termination, failure to promote or hire, and loss of wages. If the supervisor's harassment results in a hostile work environment, the employer can avoid liability only if it can prove that: (1) it reasonably tried to prevent and immediately correct the harassing behavior; and (2) the employee unreasonably failed to take advantage of any preventive or corrective opportunities provided by the employer.

The employer will be liable for unlawful harassment by non-supervisory employees or non-employees over whom it has control (e.g., independent contractors or customers on the premises), if it knew, or should have known, about the harassment and failed to take immediate and appropriate corrective action.

Employee Responsibilities

Reporting Harassment or Bullying

Employees are responsible for reporting harassing conduct or bullying. While isolated incidents of harassment or bullying generally do not violate Federal anti-discrimination laws, a pattern of incidents may. Employees should take advantage of the preventative or corrective opportunities provided by this policy.

Employees who report harassment or bullying may do so anonymously, or otherwise ask that their names not be disclosed to others.

Any employee who believes they have been subjected to harassment or bullying should report the matter to any of the following individuals:

- Their supervisor;
- The supervisor of the employee engaging in the harassing or inappropriate conduct;
- Another supervisor or other management official inside or outside of the employee's chain-of-command; or
- The EDI Anti-Harassment Program Coordinator via the *EDI AHP Mailbox (EDI.AHP.MAILBOX@irs.gov).¹

Employees who know of or witness what they believe to be harassment or bullying must report the matter in a manner described above.

¹ Use the email address in the parenthesis when contacting the Anti-Harassment Program Coordinator from an external email address.

Reporting Sexual Harassment

Any employees who believe they have been subjected to sexual harassment are encouraged to inform the alleged offender verbally or in writing that such conduct is unwelcome, that it is offensive, and that it must stop.

If an employee does not wish to communicate directly with the alleged offender, if such communication has been ineffective, or if the alleged offender is a manager who controls or otherwise affects the employee's terms and conditions of employment, the employee can report an allegation of sexual harassment to any of the following:

- Their supervisor;
- The supervisor of the employee engaging in the harassing or inappropriate conduct;
- Another supervisor or other management official inside or outside of the employee's chain-of-command;
- The EDI Anti-Harassment Program Coordinator via the *EDI AHP Mailbox (EDI.AHP.MAILBOX@irs.gov);
- The IRS Sexual Harassment Hotline at 469-801-1599 or 866-298-7672; or
- The Treasury Inspector General for Tax Administration (TIGTA) Special Investigations Unit (SIU) Mailbox via SIU@tigta.treas.gov.

Employees who know of sexual harassment or witness what they believe to be sexual harassment must report the matter in a manner described above.

Reporting harassment or bullying to any of the individuals provided above does not constitute initiation of the EEO process or grievance procedures and does not delay the time limits for initiating such actions.

Even if an employee reports the conduct to Management, to the EDI Anti-Harassment Program Coordinator, through the IRS Sexual Harassment Hotline, or to TIGTA, the employee has **forty-five (45)** calendar days from the date of the alleged harassing conduct to initiate the informal EEO process by contacting an EEO Counselor. If an employee seeks EEO counseling over an allegation of harassment or bullying, the EEO Counselor will report allegations of harassment, sexual harassment, or bullying to the EDI Anti-Harassment Program Coordinator for a Management Inquiry. For more information on the EEO process, refer to the section "Filing EEO Complaints, Administrative Appeals, or Negotiated Grievances" in this policy.

Employer Responsibilities

Reporting Harassment, Sexual Harassment, and Bullying to the EDI Anti-Harassment Program Coordinator

- (1) **Management:** If Management receives a report of harassment, sexual harassment, or bullying, Management must immediately address all allegations in the manner outlined in this policy.

Allegations of harassment, sexual harassment, or bullying involving another manager's employee should be reported to the appropriate manager in that employee's chain of command within one (1) business day. If Management is unsure to whom to report such allegations, the EDI Anti-Harassment Program Coordinator can assist in determining the appropriate manager.

Management must report all harassment, sexual harassment, and bullying allegations to the Anti-Harassment Program Coordinator, via the EDI Anti-Harassment Mailbox (*EDI AHP Mailbox) within one (1) business day of becoming aware of the allegation. Reporting the allegation to the EDI Anti-Harassment Program Coordinator or to TIGTA, however, does not remove the requirement for management to immediately address the allegation. The EDI Anti-Harassment Program Coordinator, or their delegate, will, as appropriate, provide guidance to management on conducting a Management Inquiry.

Ignoring a report of alleged harassment is not an option and doing so may subject the Agency to liability and the manager who failed to report the allegation to corrective action, including disciplinary action where appropriate.

- (2) **EEO Counselor:** If an employee initiates contact with an EEO Counselor alleging harassment, sexual harassment, or bullying, the EDI Informal Complaints Section will, within five (5) calendar days, notify the EDI Anti-Harassment Program Coordinator that such an allegation was raised. Even if the employee has exercised the right to anonymity during the informal counseling process, the EEO Counselor still must report the allegations to the EDI Anti-Harassment Program Coordinator. Employee who report harassment or bullying may do so anonymously, or otherwise ask that their names not to be disclosed to others. The assigned EEO Counselor will notify the employee of the referral to the EDI Anti-Harassment Program Coordinator. This notification to the EDI Anti-Harassment Program Coordinator will not stop or postpone the EEO process.
- (3) **EDI Anti-Harassment Program Coordinator:** When an allegation of harassment, sexual harassment, or bullying is made directly to the EDI Anti-Harassment Program Coordinator, the coordinator, or delegate, will immediately acknowledge receipt of the allegation and notify the appropriate Management officials of the allegation.

Reporting Sexual Harassment Allegations to TIGTA

The EDI Anti-Harassment Program Coordinator, or delegate, will report sexual

harassment allegations to TIGTA within ten (10) calendar days of receiving notice of such allegations. The report provided by the EDI Anti-Harassment Program Coordinator, or delegate, to TIGTA should include the specific nature of the incident, the date and place of the incident, the names of the parties involved, as well as all pertinent facts. Notification to TIGTA does not remove the requirement that Management perform an inquiry and immediately address sexual harassment allegations.

Based on the information provided by the EDI Anti-Harassment Program Coordinator, TIGTA will determine whether it will conduct a separate investigation of the sexual harassment allegation. Regardless of whether TIGTA pursues a separate investigation of the sexual harassment allegation, the IRS' inquiry will continue. Also, if the sexual harassment allegations arose through the EEO process, the EEO process will continue regardless of whether TIGTA takes jurisdiction of the allegation.

Roles and Responsibilities of those Conducting the Management Inquiry

The **Deciding Official** is responsible for making a decision based on the gathered information about the allegations raised by the alleging employee and for recommending any necessary actions to correct the work environment. The Deciding Official is also responsible for assigning the Inquiry Official to conduct the factfinding, and with meeting with the alleging employee and the alleged harasser to conduct close-out discussions about the inquiry.

The **Inquiry Official** is appointed by the Deciding Official and is responsible for gathering all relevant and necessary information so that the Deciding Official can make a fact-based assessment of the employee's allegations, and the Inquiry Official may recommend any necessary follow up to be taken to correct the work environment.

The **EDI Anti-Harassment Program Coordinator** is responsible for ensuring the Management officials conduct a full and timely inquiry in compliance with this Policy.

Conducting the Management Inquiry

The EDI Anti-Harassment Program Coordinator, or delegate, will assist Management in conducting an inquiry into allegations of harassment, sexual harassment, and/or bullying as appropriate. Guidance, direction, and assistance are provided by the Anti-Harassment Program to Management to ensure relevant information is obtained, and the process is completed, within the stipulated timeframes as described below.

There may be an occasion in which an employee confides in Management that the employee is being harassed but does not want any action taken. The employee's request notwithstanding, Management is still obligated to report this allegation to the EDI Anti-Harassment Program Coordinator, or delegate. By making a manager aware of an allegation of harassment, by extension the IRS has been made aware. As such, the

EDI Anti-Harassment Program Coordinator, or their delegate, will initiate a Management Inquiry to determine whether harassment occurred and, if warranted, to ensure that immediate, effective, corrective action is taken to stop the inappropriate and potentially unlawful behavior.

After receiving notification of such allegations, the EDI Anti-Harassment Program Coordinator, or delegate, will:

- (a) Immediately acknowledge receipt of the allegation;
- (b) Identify and notify the appropriate Management official at least two levels above the supervisory level of the employee raising the allegation to act as the Deciding Official (the Deciding Official must have authority to impose disciplinary action, if warranted, to address the allegation);
- (c) Ensure the Deciding Official appoints an Inquiry Official (factfinder) who will conduct the inquiry to gather all facts pertaining to the allegation; and
- (d) Provide guidance to the Inquiry Official to ensure a thorough inquiry is conducted.

Management must conduct an immediate inquiry to determine the frequency and severity of the alleged harassing, sexually harassing, or bullying conduct and, where appropriate, take steps to ensure no further harassment or bullying occurs. Absent extenuating circumstances, within ten (10) calendar days after notice of the allegation, the Agency will initiate the inquiry process to determine:

- (a) What conduct is at issue;
- (b) The parties involved;
- (c) Any pertinent facts available (e.g., the nature, date, and place of the incident);
- (d) Whether any immediate corrective action is required to insulate the alleged victim from further harassment, sexual harassment, or bullying; and
- (e) What action is necessary and appropriate to otherwise address the allegation.

Management should record its activities and findings of the inquiry in writing. The scope and formality of the inquiry is determined on a case-by-case basis, depending on the nature and complexity of the allegations. Inquiries should consist of interviews with all persons with relevant information, including the individual accused of the harassing conduct, and a review of any written or electronic information related to the alleged conduct. Management should take appropriate steps to ensure no further harassment or bullying occurs. Absent extenuating circumstances, Management should complete its full inquiry within thirty (30) calendar days from notification of the harassing or bullying conduct.

In addition, Management must inform employees who make reports of discriminatory harassment or sexual harassment of the employee's right to seek EEO counseling and the requirement to initiate such EEO contact within the 45 calendar days. The

applicable timeframes are provided in this policy under “Filing EEO Complaints, Administrative Appeals, or Negotiated Grievances.”

Taking Corrective Action

If it is determined that harassment, sexual harassment, or bullying occurred, Management will act immediately to ensure that the improper conduct does not recur. In addition, Management must take appropriate corrective action, including disciplinary action where appropriate. Management must take appropriate corrective action, which may include disciplinary action, even if the alleged victim requests that no action be taken.

The Deciding Official will determine the appropriate corrective action by reviewing the report submitted by the Inquiry Official, and as appropriate, consulting with the Anti-Harassment Program Coordinator or delegate, and the Labor Relations office. Deciding Officials should always consult with the Labor Relations office prior to taking any disciplinary or adverse actions against employees and may contact Chief Counsel, when desired. The Deciding Official should not implement any corrective actions until these consultations have taken place.

Close-Out Briefing

The Deciding Official will provide an alleged victim a close-out briefing. The briefing may be conducted verbally or in writing as dictated by circumstances and at the discretion of the Deciding Official. The Deciding Official will document, for the record, that the Close-Out Briefing occurred.

The close-out briefing will notify the alleged victim that the Management Inquiry was conducted and that the work environment will continue to be monitored to ensure no inappropriate conduct occurs. However, in accordance with the Privacy Act, if the Agency took corrective action, including disciplinary or adverse action, against the offending employee, this information will not be provided in the close-out briefing or otherwise shared with the alleged victim.

Because there may be additional requirements to provide a close-out briefing to a Bargaining Unit employee alleged to have engaged in harassing or bullying behavior, Management is advised to consult with the Labor Relations office about such matters.

The Deciding Official will provide the alleged harasser with a close-out briefing during which that individual will be notified of what, if any, corrective actions will be taken. If it is determined that an adverse action is warranted, the information from the inquiry that is the basis for the adverse action will be shared with an individual against whom disciplinary or adverse action is proposed. Information gathered during the inquiry will be made available to the EEO Investigator if an EEO complaint is filed and accepted by

Treasury on the same or a related matter.

Monitoring the Work Environment

Each Business Operating Division is responsible for ensuring its offices are in full compliance with this policy. Supervisors and managers are responsible for monitoring the work environment, especially after a reported allegation of harassment, sexual harassment, or bullying. When necessary, supervisors should conduct a subsequent Management Inquiry to ensure no further harassment, sexual harassment, bullying, or retaliation have occurred.

Protection Against Retaliation

Retaliation against persons who make claims of harassment, sexual harassment, or bullying, or who otherwise participate in the fact-finding process regarding such claims, will not be tolerated and should be immediately addressed pursuant to the procedures in this policy. Such retaliation is prohibited and may result in disciplinary action.

Confidentiality

Reports of harassment, sexual harassment, or bullying will be kept confidential to the extent reasonably possible. Disclosures about allegations of harassment or bullying will be made only on a "need to know" basis, in order to determine the facts surrounding the allegation and to take appropriate action.

Release of Inquiry Report

Employees raising allegations in accordance with this policy **will not** receive a copy of the Inquiry Report. Any report or other documentation is considered an internal, management document pertaining to another person and is protected by the Privacy Act.

If Management's corrective action includes disciplinary or adverse action, the information from the inquiry which was used as the basis for the disciplinary or adverse action, including the relevant portions of the Inquiry Report, will be shared with those against whom disciplinary or adverse action has been proposed.

If a formal EEO complaint is filed and accepted by the Department of Treasury on the same or a related matter, any information gathered during the internal inquiry, including the Inquiry Report, will be made available to the Department of Treasury.

Appeal Rights

There are no appeal rights, reconsideration, or other redress associated with the

processing of allegations under this policy.

Administrative Time

Employees are entitled to a reasonable amount of administrative time to present their allegations or respond to agency requests for information while pursuing allegations or serving as a witness under this policy. Prior to meeting with an Anti-Harassment Specialist, employees must request and obtain approval for administrative time from their immediate manager. The employee must submit their request in writing, with as much advanced notice as possible, preferably no later than five (5) business days in advance, and provide the following in their request:

- The amount of administrative time being requested;
- The stage of the process (e.g., initial meeting, follow-up meeting, etc.); and
- An explanation of how the employee determined the amount of time requested.

Representation

Any Bargaining Unit employee involved in the investigation of allegations under this policy (where the EEO, MSPB, and negotiated grievance processes have not been initiated) are entitled to NTEU representation only. These individuals will be issued Form 8111, Employee Notification Regarding Union Representation, in accordance with provisions of the NTEU-IRS National Agreement which permits a person designated by the union to represent the employee during the interview, if the employee desires such representation. No other representation (e.g., attorney, family member, friend, advocate, etc.) is permitted.

Filing EEO Complaints, Administrative Appeals, or Negotiated Grievances

The purpose of this policy and the procedures identified in this policy is to ensure that the IRS takes appropriate actions to end harassment, sexual harassment, and bullying. In contrast, the EEO process is designed to make an employee who was subject to discriminatory harassment or sexual harassment whole or to provide remedial relief.

Corrective action under this policy will not provide certain remedies that may be available to the employee (e.g., compensatory damages) through the EEO administrative complaint, MSPB appeal, or negotiated grievance processes.

Filing an allegation of unlawful harassment under this policy **will not** satisfy the requirements for filing an EEO complaint, MSPB appeal, or negotiated grievance and may not result in providing remedies available through those processes. Additionally, filing an allegation of unlawful harassment under this policy **will not** delay the time limits for initiating the aforementioned processes.

An employee who chooses to pursue statutory, administrative, or collective bargaining remedies for unlawful harassment must elect one of the available forums as follows:

- (1) For an EEO complaint pursuant to 29 C.F.R. Part 1614, contact an EEO counselor in the Office of Equity, Diversity & Inclusion within **forty-five (45) calendar days** from the most recent incident of alleged harassment (or from the effective date of a personnel action if one is involved), as required in 29 C.F.R. § 1614.105(a)(1). EEO counselor contact information is provided in the "Where Do I Go For EEO?" document located on the Employee Resource Center website on the IRS intranet. An employee may also initiate contact with an EEO Counselor by sending an email message via *EEO (*EEO@irs.gov).
- (2) For an appeal to the MSPB pursuant to 5 C.F.R. § 1201.22, file a written appeal with the MSPB within **thirty (30) calendar days** of the effective date of an appealable adverse action as defined in 5 C.F.R. § 1201.3, or within **thirty (30) calendar days** of the date of receipt of the agency's adverse action decision, whichever is later.
- (3) For a negotiated grievance, file a written grievance in accordance with the provisions of the NTEU-IRS National Agreement, within **forty-five (45) calendar days** of the incident or the employee's learning of the incident.

The IRS's liability for a finding of unlawful harassment in an EEO complaint, MSPB appeal, or negotiated grievance may depend upon whether the agency was aware of and immediately corrected the hostile or abusive conduct. Therefore:

The EDI Anti-Harassment Program Coordinator must be informed of all allegations of harassment, sexual harassment, or bullying. Thus, the EEO Counselor responsible for EEO complaint processing, or the responsible Labor Relations Specialist processing an MSPB appeal or negotiated grievance who receives notice of such claim, shall immediately notify the EDI Anti-Harassment Program Coordinator of the allegation via the *EDI AHP Mailbox (*EDI.AHP.Mailbox@irs.gov).

Authorities

- (a) Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. §2000e-16;
- (b) The Civil Service Reform Act, 5 U.S.C. § 2302(b)(10);
- (c) Executive Order 11478, as amended May 28, 1998;
- (d) 29 C.F.R. Part 1604.11;
- (e) Equal Employment Opportunity Commission Management Directive 715, "Federal Responsibilities Under Section 717 of Title VII and Section 501 of the Rehabilitation Act" (December 2019);
- (f) Equal Employment Opportunity Commission, "Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors," No. 915.002 (June

- 18, 1999);
- (g) *Burlington Industries v. Ellerth*, 524 U.S. 742 (1998);
 - (h) *Faragher v. Boca Raton*, 524 U.S. 775 (1998);
 - (i) *Harris v. Forklift Systems, Inc.*, 410 U.S. 17 (1993);
 - (j) *Rosamaria F. v. Dep't of the Navy*, EEOC Appeal No. 0120181068 (Feb. 14, 2020);
 - (k) Internal Revenue Manual, Section 1.2.10.1.8, Policy Statement 1-38 – Equal Employment Opportunity (March 8, 2012);
 - (l) 2019 National Agreement Internal Revenue Service and National Treasury Employees Union; and
 - (m) Department of Treasury, Office of Civil Rights and Diversity, Procedures for Addressing Allegations of Discriminatory Harassment, Civil Rights and Diversity Issuance System No. CRD-009, (June 28, 2019).

Effective Date:



MANUAL TRANSMITTAL

Department of the Treasury
Internal Revenue Service

1.20.2

JUNE 11, 2021

EFFECTIVE DATE

(06-11-2021)

PURPOSE

- (1) This transmits revised IRM 1.20.2, *Equity, Diversity and Inclusion, Providing Reasonable Accommodation for Individuals with Disabilities*.

MATERIAL CHANGES

- (1) 1.20.2.2.4 Revised to clarify that if an accommodation can be provided in less than the maximum amount of time permitted it must be and that failure to do so might result in a finding that the agency violated applicable law, the agency will not be expected to adhere to its usual timelines if an individual's health professional fails to provide needed documentation in a timely manner and the status of a pending request may be ascertained by contacting the servicing Reasonable Accommodation Coordinator.
- (2) 1.20.2.2.4.1 Changed processing timeframe from 15 to 20 workdays, and modified to reflect that the processing timeframe is not tolled while a determination is made as to whether medical documentation is needed.
- (3) 1.20.2.5 Eliminated provision authorizing a Deciding Official up to five days to provide written notice of a denial decision.
- (4) Editorial changes made throughout the IRM for clarity. Reviewed and updated grammar, titles, website addresses, legal references and IRM references.

EFFECT ON OTHER DOCUMENTS

This supersedes IRM 1.20.2 dated July 7, 2020

AUDIENCE

All Divisions and Functions

Valerie A. Gunter
Chief Diversity Officer

1.20.2

Providing Reasonable Accommodation for Individuals with Disabilities

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1.20.2.1
(06-11-2021)
Program Scope and Objectives

- (1) **Purpose:** The following policies and procedures apply to all divisions, functions, offices, employees and applicants for employment with the Internal Revenue Service. These procedures supplement the below-listed authorities (IRM 1.20.2.1.2).
- (2) **Audience:** These provisions are applicable Servicewide to persons who request accommodations, managers/supervisors determining whether to grant accommodations as well as Reasonable Accommodation Coordinators facilitating the accommodation processes.
- (3) **Policy Owner:** The Chief Diversity Officer has overall responsibility for the Reasonable Accommodation Program.
- (4) **Program Owner:** The Disability Services Division of the Office of Equity, Diversity & Inclusion is primarily responsible for operating the reasonable accommodation program.

1.20.2.1.1
(06-11-2021)
Background

- (1) The Rehabilitation Act of 1973 prohibits discrimination on the basis of disability in federal employment, and requires federal employers to provide reasonable accommodations to employees and applicants with disabilities unless doing so would impose undue hardship.
- (2) The Americans with Disabilities Act Amendments Act (ADAAA) defines a person with a “disability” as a person who:
 - has a physical or mental impairment that substantially limits a major life activity or bodily function
 - has a record of such an impairment, or
 - is regarded as having such an impairment

Note: The applicable laws and regulations provide that employers are not required to provide reasonable accommodations to employees and applicants who have protected status only due to being regarded as having a disability.

1.20.2.1.2
(06-11-2021)
Authority

- (1) The following provisions implement the requirements set forth under Section 501 of the Rehabilitation Act of 1973 (29 C.F.R. §1614.203(d)(3)) and Executive Order 13164 by establishing requirements for processing requests for reasonable accommodations.

1.20.2.1.3
(06-30-2020)
Responsibilities

- (1) The IRS’s Reasonable Accommodation Policy P-1-47 provides that the Internal Revenue Service shall take positive and persistent actions to recruit, hire, develop, and advance persons with disabilities. The Service shall make reasonable accommodations for all qualified applicants or employees with physical or mental disabilities in accordance with law. The Service shall comply with all appropriate rules, regulations, and directives. Executives, managers, and supervisors shall create a positive work environment that will encourage employees with disabilities to maximize and reach their full potential.

1.20 Equal Employment Opportunity and Diversity

- 1.20.2.1.4
(06-11-2021)
Program Management and Review
- (1) The Chief Diversity Officer will annually evaluate the Agency's reasonable accommodation program. An effective reasonable accommodation program is part of a model EEO program. Program results must be included in the IRS's Equal Employment Opportunity Commission Management Directive 715 Report to the Department of the Treasury.
- 1.20.2.1.5
(06-11-2021)
Program Controls
- (1) The IRS's Equal Employment Opportunity Commission Management Directive 715 Report to the Department of the Treasury should include a discussion of the following:
- a. Accessibility of the reasonable accommodation policy to employees and applicants with or without a disability, (e.g., posted on the Internet, Intranet, disseminated in employee handbooks, or available in alternative formats, such as Braille);
 - b. The specific reasonable accommodation requested, if any;
 - c. The job (occupational series, grade level, and agency component) sought by the requesting applicant or held by the requesting employee;
 - d. Whether the accommodation was needed to apply for a job, perform the essential functions of a job, or enjoy the benefits and privileges of employment;
 - e. Whether the request was granted (which may include an accommodation different from the one requested) or denied;
 - f. The identity of the Deciding Official;
 - g. If denied, the basis for such denial; and
 - h. The number of days taken to process the request
- 1.20.2.1.6
(06-11-2021)
Terms/Definitions/ Acronyms
- (1) **Accessible** - Enter, operate, participate in, or use safely, independently and with dignity by a person with a disability (i.e., site, facility, work environment, service or program).
- (2) **Appeal Process** - Any voluntary mechanism through which an individual can request reconsideration of denial of reasonable accommodation, regardless of whether the person has started the EEO complaint process.
- (3) **Business Unit** - A major subdivision of the IRS.
- (4) **Commuting Area** - The geographic area that usually constitutes one area for employment purposes. This includes any population center (or two or more neighboring ones) and the surrounding localities in which people live and can reasonably be expected to travel back and forth daily to their usual employment.
- (5) **Deciding Official** - The IRS official designated to identify possible accommodations and determine whether a requested accommodation shall be provided. There are three possible Deciding Officials: a human resources manager (for applicants only), an employee's immediate supervisor/manager, and a manager in the employee's chain of command.
- (6) **Denial** - Deciding Official/Manager makes an informed decision to deny the employee's specific reasonable accommodation and does not offer an alternative in its place, or an alternative accommodation is offered and declined by the employee.

- (7) **Disability** - For the purposes of providing a reasonable accommodation, “disability” is defined as a physical or mental impairment that substantially limits one or more of the major life activities/bodily functions or a record (or past history) of such an impairment.
- (8) **Essential Function** - Those job duties that are so fundamental to the position that the individual holds or desires that they cannot do the job without performing them. A function can be “essential” if, among other things: the position exists specifically to perform that function; there are a limited number of other employees who could perform the function; or the function is specialized and the individual is hired based on their ability to perform them. Determination of the essential functions of a position must be done on a case-by-case basis so that it reflects the job as actually performed, and not simply the components of a generic position description.
- (9) **Episodic or Remission** - An impairment that is “episodic” or in “remission” is a disability if it would substantially limit a major life activity when active. Examples of impairments that are episodic or in remission include epilepsy, hypertension, multiple sclerosis, asthma, diabetes, major depression, bipolar disorder, schizophrenia, and cancer.
- (10) **Extenuating Circumstances** - Factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation or situations in which unforeseen or unavoidable events prevent prompt processing and delivery of an accommodation (e.g., identified software is not compatible with existing equipment).
- (11) **Federal Occupational Health** - Designated physician or health service provider under contract with the IRS to provide medical consultation in cases of an individual request for reasonable accommodation.
- (12) **Genetic Information** - As defined by the Genetic Information Nondiscrimination Act (GINA) of 2008, includes information concerning the manifestation of disease/disorder in family members “family medical history”, information about an individual’s or family member’s genetic tests, the fact that an individual or an individual’s family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual’s family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.
- (13) **Granted** - Deciding Official/Manager makes an informed decision to approve the employee’s specific reasonable accommodation request or an alternative accommodation which both the employee and manager believe will be effective.
- (14) **Head of Office** - As stated in the Internal Revenue Manual:
 - Commissioner of Internal Revenue
 - Deputy Commissioner, Services and Enforcement
 - Deputy Commissioner, Operations Support
 - Commissioner’s Office & Chief of Staff
 - Commissioner, Large Business and International Division
 - Commissioner, Small Business/Self-Employed Division
 - Commissioner, Tax Exempt and Government Entities Division
 - Commissioner, Wage and Investment Division

- Chief, Facilities Management & Security Services
- Chief, Independent Office of Appeals
- Chief, Communications and Liaison
- Chief, Criminal Investigation
- Chief, Diversity Officer
- Chief, Financial Officer
- Chief, Human Capital Office
- Chief, Technology Officer
- National Taxpayer Advocate
- Director, Research, Applied Analytics and Statistics
- Chief, Privacy, Governmental Liaison and Disclosure
- Chief, Return Preparer Office
- Chief, Online Services
- Chief, Whistleblower Office
- Chief, Risk Office
- Chief, Procurement Office
- Director, Office of Professional Responsibility

- (15) **Individual with a Disability** - For the purpose of providing a reasonable accommodation, an individual with a “disability” is defined as a person who has a physical or mental impairment that substantially limits one or more of that person’s major life activities or bodily functions, or who has a record of such an impairment.
- (16) **Interactive Process** - The process by which the individual requesting an accommodation and the Deciding Official discuss the request for accommodation, determine whether an accommodation will be provided, and examine potential alternative accommodations.
- (17) **Major Life Activity** - Basic activities that most people in the general population can perform with little or no difficulty, such as caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, concentrating, thinking, communicating, learning, interacting with others and working. Major life activities also includes the operation of major bodily functions, including functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, circulatory, respiratory, endocrine, and reproductive functions.
- (18) **Physical or Mental Impairment** - Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine; or any mental or psychological disorder, such as an intellectual disability (formerly termed “mental retardation”), organic brain syndrome, emotional or mental illness, and specific learning disabilities.
- (19) **Post of Duty** - Official duty station that is defined as a building in which the IRS occupies space
- (20) **Qualified Individual** - An individual who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position such individual holds or seeks, and who, with or without reasonable accommodation, can perform the essential functions of such position.

- (21) **Reasonable Accommodation (RA)** - A change or adjustment that enables a qualified person with a disability to apply for a job, perform job duties, or enjoy benefits and privileges of employment. There are three categories of reasonable accommodations:
 - a. Modifications or adjustments to a job application process to permit an individual with a disability to be considered for a job (such as, providing application forms in alternative formats like large print or Braille);
 - b. Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job (such as, providing sign language interpreters); and
 - c. Modifications or adjustments that enable employees with disabilities to enjoy equal benefits and privileges of employment (such as, removing physical barriers in an organization's cafeteria)
- (22) **Reassignment** - Reasonable accommodation of last resort, that absent undue hardship, is provided to employees (not applicants) who, because of a disability, can no longer perform the essential functions of their job, with or without reasonable accommodation. Reassignments are made only to funded vacant positions and for employees who are qualified to fill the vacant position. Informing an employee that they may apply for or otherwise compete for a position does not satisfy the obligation of appropriate officials to review vacancies for positions which the employee is qualified. Appropriate officials should determine if there is another position at the same or lower grade which the employee can perform. If the employee is qualified for the position, they will be reassigned to the job and will not have to compete.
- (23) **Reasonable Accommodation Coordinator (RAC)** - EDI staff member with specialized knowledge of disability-related laws, regulations, directives, practices and procedures, who support and help administer the process for requesting, assessing and affording reasonable accommodations.
- (24) **Receiving Official** - IRS personnel designated to officially receive a request for reasonable accommodation from an employee or applicant (or an individual acting on their behalf), who will forward the request to the servicing Reasonable Accommodation Services office to process and monitor the request until it is closed.
- (25) **Regarded as** - An individual is "regarded as" having a disability if the agency takes a prohibited action based on an actual or perceived impairment that is not transitory (lasting or expected to last for six months or less) and minor.
- (26) **Request for Reasonable Accommodation** - A statement that an individual needs an adjustment or change at work, in the application process, or in a benefit or privilege of employment for a reason related to a medical condition. A reasonable accommodation request may be submitted orally or in writing, by the employee or applicant, or by someone associated with the employee or applicant.
- (27) **Requester** - A qualified employee or applicant for employment with a disability, or an individual acting on their behalf, who requests reasonable accommodation.
- (28) **Temporary Measures** - Accommodations that may be taken in extenuating circumstances.

- (29) **Transitory** - An impairment with an actual or expected duration of 6 months or less.
- (30) **Undue Hardship** - An action requiring significant difficulty or expense. A determination of undue hardship should be based on several factors, including:
- the nature and cost of the accommodation needed
 - the overall financial resources of the facility making the reasonable accommodation; the number of persons employed at this facility; the effect on expenses and resources of the facility
 - the overall financial resources, size, number of employees, and type and location of facilities of the employer (if the facility involved in the reasonable accommodation is part of a larger entity)
 - the type of operation of the employer, including the structure and functions of the workforce, the geographic separateness, and the administrative or fiscal relationship of the facility involved in making the accommodation to the employer
 - the impact of the accommodation on the operation of the facility
- (31) **Vacant Position** - The position is available when the employee asks for reassignment as a reasonable accommodation, or the employer knows that the position will become available within a reasonable amount of time.

1.20.2.2
(06-11-2021)
Requesting a Reasonable Accommodation

- (1) The reasonable accommodation (RA) process begins as soon as the request for accommodation is made either orally or in writing. The request does not have to include any special words, such as “reasonable accommodation,” “disability,” “Rehabilitation Act.” or identify the accommodation sought. To enable the IRS to keep accurate records regarding requests for accommodation, employees should follow up an oral request for accommodation by completing the Reasonable Accommodation Request, *Form 13661*. If an employee chooses not to complete the written form, the Receiving Official, the Reasonable Accommodation Coordinator (RAC) or other responsible individual must complete Part I of the Form 13661 to document the request. Although the written RA Request Form should be completed as soon as possible following the request, it is not a requirement for the request itself. Processing of the request will begin as soon as it is made, whether or not the RA Request Form has been provided. This form can be completed online. An individual with a disability may request a reasonable accommodation whenever they choose, even if they have not previously disclosed the existence of a disability. The request does not necessarily mean that the IRS is required to provide the change or adjustment.

Note: *A RA Request Form is not required when an employee needs a reasonable accommodation on a recurring basis (e.g., the assistance of sign language interpreters or readers). The written form is required only for the first request although appropriate notice must be given each time the accommodation is needed.*

Note: When the accommodation involves an individual who accesses Classified National Security Information (NSI), the Chief, Facilities Management and Security Services must be consulted prior to the accommodation being granted if the accommodation relates to NSI systems, storage of NSI and/or handling/processing of NSI.

- (2) The individual's request must be considered when an employee makes a request to (a) their immediate supervisor; (b) a supervisor or manager in their immediate chain of command; and/or (c) the IRS Disability Division Reasonable Accommodation Services (RAS). When an applicant makes a request, it will be considered if made to any agency employee with whom the applicant has contact in connection with the application process or any other individual designated by the Agency. The human resources specialist/management official handling the personnel action must give the RA Request Form to the applicant to fill out. If the applicant requires assistance with this requirement, the human resource official receiving the request will provide that assistance. If an applicant for employment chooses not to complete the form, the human resource official who has received the request must complete the form to document the request. A copy of the form will be provided to the servicing RAS office.
- (3) The Human Capital Office in conjunction with RAS, is responsible for training staff involved in the application process to recognize requests for reasonable accommodation and to handle them appropriately.
- (4) A family member, friend, health professional, or other representative (such as a union steward or coworker) may request a reasonable accommodation on behalf of an employee or applicant with a disability. The request shall be made to one of the same persons to whom the employee or applicant would make the request. To the extent possible, an individual with a disability should be contacted to confirm that they in fact want a reasonable accommodation. The individual may refuse to accept an accommodation.

Note: *Requests for accommodation or inquiries concerning the status of RA requests may be made at ra.form.13661@irs.gov.*

1.20.2.2.1 (06-24-2013) The Interactive Process

- (1) Communication is a priority throughout the entire process. IRS officials involved in the reasonable accommodation process should take a proactive approach in searching out and considering possible accommodations, including consulting appropriate resources for assistance. The employee requesting the accommodation (and any chosen representative) should also participate, to the extent possible, in helping to identify an effective accommodation.
- (2) On-going communication is particularly important where the specific limitation, problem, or barrier is unclear; where an effective accommodation is not obvious; or where the parties are considering different possible reasonable accommodations. In those cases where the disability, the need for accommodation, and the type of accommodation that should be provided are clear, extensive discussions are not necessary. Even so, the Deciding Official and requesting individual should discuss the matter to make sure that there is a full exchange of relevant information.
- (3) If after engaging in the interactive process the parties cannot agree on the accommodation to be granted, the Deciding Official should offer the individual the accommodation that the Deciding Official has determined to be reasonable and effective.

- (4) If through the interactive process the parties agree on an (alternative) accommodation that is different than what was originally requested, that should be noted on the RA form.
- (5) Resources are available to help both the Deciding Official and the individual requesting the accommodation in identifying possible accommodations for sign language interpreters, requests for materials in accessible formats, adaptive technology, and ergonomic or special equipment. See Exhibit 1.20.2-1 and Exhibit 1.20.2-2.

1.20.2.2.2
(06-11-2021)
**Determining Who Will
Handle the Request**

- (1) **The Reasonable Accommodation Coordinator (RAC)** is responsible for processing all requests for reasonable accommodation. Once a request is received by the RAC, they will work closely with the employee or their representative, supervisor/manager or in the case of an applicant, HR Specialist to facilitate the reasonable accommodation requests.
- (2) **Deciding Official** is responsible for (1) acknowledging the request; (2) explaining to the employee that they will be making the decision on the request for reasonable accommodation; (3) describing what will happen in processing of the request. (i.e. delays and/or extenuating circumstances). See IRM 1.20.2.2.4.2 – Request Involving Extenuating Circumstances.

1.20.2.2.3
(06-11-2021)
**Reassignment as an
Accommodation**

- (1) Reassignment to a vacant position for which an employee is qualified, and not just permission to compete for such position, is a reasonable accommodation, and the IRS must consider providing reassignment to a vacant position as a reasonable accommodation when it determines that no other reasonable accommodation will permit an employee with a disability to perform the essential functions of their current position. Reassignment will only be considered if:
 - a. There are no effective accommodations that will enable the employee to perform the essential functions of their current position;
 - b. The accommodation does not conflict with a controlling collective bargaining agreement (e.g., the IRS-NTEU National Agreement, mid-term agreements, Letters of Understanding, or local agreements), absent special circumstances; or
 - c. All other reasonable accommodations would impose an undue hardship
- (2) In considering whether there are positions available for reassignment, the Deciding Official shall work closely with the servicing RAC, Human Resources staff, as well as the individual requesting the accommodation to identify:
 - a. All vacant funded positions at the same or lower grade which the employee can perform with or without an accommodation; and
 - b. All positions which the RAC and the delegated Business Unit Official has reason to believe will become vacant within 60 workdays from the date the search is initiated and for which the employee may be qualified.
- (3) If there are no suitable vacant positions found within the IRS, the IRS, may consult with Main Treasury on conducting a 30 workdays search for suitable positions throughout the department. Examples of when the IRS would not consult Treasury for suitable positions at other bureaus are:
 - a. Employee has stated that they are not interested in a position outside of the IRS

- b. Employee is only interested in positions within their POD and the other Treasury Bureaus do not have offices in that location.

Note: *Informing an employee that they may apply for or otherwise compete for a position does not satisfy the obligation of appropriate officials to review vacancies for positions which the employee is qualified. Appropriate officials should determine if there is another position at the same or lower grade which the employee can perform.*

Note: *Since it may take a minimum of 30 business days to determine whether an appropriate vacant position exists, the Deciding Official and employee should discuss the employee's options during that period, i.e., use of accrued leave, use of unpaid leave, or a temporary assignment.*

- (4) The HR staff/RAC, will focus on positions that are equivalent to the employee's current job in terms of pay and other relevant factors, as well as vacant lower level positions for which the individual is qualified. If an IRS position at a lower grade is identified the Service will consider not filling that position until the Treasury-wide reassignment search is completed.
- (5) Reassignment may be made to a vacant position outside of the employee's commuting area if the employee is willing to relocate. As with other reassignments not required by management, the IRS shall not pay for the employee's relocation costs unless IRS policy provides for such payments for non-disabled employees.
- (6) For reassignment to a position across Business Units, the manager in the losing office must coordinate these types of requests with the manager who has authority to effect the employment decision in the gaining office.
- (7) Reassignment is available only to employees, not to applicants for employment.

1.20.2.2.4
(06-11-2021)
Time Frames for Processing Requests for Reasonable Accommodations

- (1) .The time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting documentation. At a minimum, however, requests shall be processed as outlined in IRM 1.20.2.2.4.1 "Requests Not Involving Extenuating Circumstances" and IRM 1.20.2.2.4.2 "Requests Involving Extenuating Circumstances."
- (2) When a particular reasonable accommodation can be provided in less than the maximum amount of time permitted, failure to provide the accommodation in a prompt manner may result in a violation of the Rehabilitation Act. See 29 C.F.R. § 1614.203(d)(3)(i)(O).
- (3) The agency will not be expected to adhere to its usual timeliness if an individual's health professional fails to provide needed documentation in a timely manner. See 29 C.F.R. §1614.203(d)(3)(i)(N).
- (4) The status of pending accommodation requests may be tracked by contacting the assigned Reasonable Accommodation Coordinator. If processing is delayed, the Reasonable Accommodation Coordinator will provide status updates including any extenuating circumstances that justify the delay.

1.20.2.2.4.1
(06-11-2021)**Requests Not Involving
Extenuating
Circumstances**

- (1) If the manager receiving the request is the Deciding Official, they should immediately engage in the interactive discussion with the employee and/or servicing RAS office.
- (2) If the manager or management official receiving the request is not the Deciding Official, they shall forward the request to the Deciding Official as soon as possible but in no more than five workdays.
- (3) If the request does not require obtaining supporting medical information, the request shall be processed and the accommodation, if granted, provided as soon as possible but no more than 20 workdays from the date the request was initially made. Since the Deciding Official may need the full 20 workdays to engage in the interactive process and collect all relevant information about possible accommodations, the Deciding Official should not delay beginning this process. Failure to meet this time frame because a Deciding Official delayed processing the request is not an extenuating circumstance.
- (4) If the request requires that supporting medical information be obtained to determine whether the individual has a disability and/or to identify the functional limitations, the following will apply:
 - a. The servicing RAC will request the documentation as soon as possible after their receipt of the request for accommodation, but before the expiration of the 20 workday period referred to above.
 - b. The 20 workday period is tolled until necessary medical documentation is received.

1.20.2.2.4.2
(06-11-2021)**Requests Involving
Extenuating
Circumstances**

- (1) When extenuating circumstances are present, the time for processing a request for reasonable accommodation will be extended as deemed necessary, however, such extensions should be rare. All IRS officials are expected to act as quickly as reasonably possible in processing requests and providing accommodations.

Note: Extenuating circumstances might exist when for example an employee with a disability needs to work with equipment on a trial basis to ensure it is effective before the agency buys the equipment, new staff would need to be hired/contracted to fulfill the requested accommodation, or a requested accommodation would involve removal of architectural barriers.

1.20.2.2.5
(06-11-2021)**Expedited Processing
and Interim
Accommodations**

- (1) In certain circumstances, a request for reasonable accommodation requires an expedited review and decision in a time frame that is shorter than the 20 workdays discussed above. This includes where a reasonable accommodation is needed:
 - a. To enable an applicant to apply for a job. Depending on the timetable for receiving applications, conducting interviews, taking tests, and making hiring decisions, there may be a need to expedite a request for reasonable accommodation in order to ensure that an applicant for employment with a disability has an equal opportunity to apply for a job. Therefore, the IRS needs to move as quickly as possible to make a decision and, if appropriate, provide a reasonable accommodation.
 - b. To enable an employee to attend a meeting scheduled to occur shortly. For example, an employee may need a sign language interpreter for a meeting scheduled to take place in 5 days.

- (2) When a decision concerning a reasonable accommodation request cannot be made promptly (e.g. when waiting for necessary medical documentation) management should consider providing an interim accommodation on a temporary basis.
- (3) Deciding Officials who approve such temporary measures are responsible for assuring that they do not take the place of a permanent accommodation and that all necessary steps to assess the need for or secure the permanent accommodation are being taken.

1.20.2.3 (06-11-2021) Requests for Medical Information

- (1) In some cases, the disability and need for accommodation will be obvious or otherwise already known to the Deciding Official. In these cases, further medical information will not be sought. However, when a disability and/or need for reasonable accommodation is not obvious or otherwise already known to the Deciding Official, the IRS may require an individual who requests a reasonable accommodation to provide medical information that is sufficient to explain the nature of the individual's disability, their need for reasonable accommodation, and how the requested accommodation would assist the individual with applying for a job, performing the essential functions of a job or enjoying the benefits and privileges of the workplace. IRS has the right to have medical information reviewed by a medical expert of the agency's choosing at the agency's expense.

Note: Any request for medical information must comply with the Genetic Information Nondiscrimination Act (GINA) of 2008, as well as the laws, regulations, and guidance referenced in the "Authority" section above, and other applicable confidentiality statutes.

- (2) If the Deciding Official believes medical information is necessary to evaluate a request for a reasonable accommodation, they should contact the servicing RAC to obtain the necessary medical documentation to make an accommodation decision.
- (3) If a determination is made to seek medical information, the requested information should be sufficient to establish that the individual has a disability. Documentation unrelated to the claimed disability should not be requested. Agency requests for medical information will follow the requirements set forth in EEOC's Enforcement Guidance: "Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act", available at <http://www.eeoc.gov/policy/docs/guidance-inquiries.html>.
- (4)) If the Human Resources Specialist believes that medical information is necessary in order to evaluate a request for reasonable accommodation from an applicant, they will consult with the servicing RAC for guidance.
- (5) If a determination is made to seek medical information, an employee will be asked to provide Part III-A/B of the Reasonable Accommodation Request, Form 13661 to their health care practitioner, social worker, or rehabilitation counselor to substantiate their functional limitations and that the individual has a disability.
- (6) Once the medical documentation is received, the RAC will evaluate the documentation, and if the RAC deems necessary will consult with Federal Occupational Health (FOH). If the information provided by the health care pro-

1.20 Equal Employment Opportunity and Diversity

professional (or the information volunteered by the individual requesting the accommodation) is insufficient to enable the Deciding Official to determine whether an accommodation is appropriate, the RAC will request reasonable supplemental documentation.

- a. First, however, the RAC should explain to the individual seeking the accommodation, in specific terms, why the medical information provided is insufficient, what additional information is needed, and why the information is necessary for a determination of the reasonable accommodation request.
 - b. The individual may then ask the health care practitioner or other appropriate medical professional to provide the missing information.
- (7) The individual requesting the accommodation may agree to sign a limited release, giving the RAS Office permission to submit a list of specific questions to the individual's health care professional or contact the individual's doctor. Agency officials outside of RAS Office should not contact a health care professional directly.
- (8) In some cases, the individual requesting the accommodation will supply medical information directly to the Deciding Official without being asked. In these cases, the Deciding Official will forward the documentation in a sealed envelope or zip file to the RAC immediately to determine if documentation is sufficient. See the section on Confidentiality and Disclosure for instructions on storage of medical information.

Note: All medical documentation should be submitted to the Servicing RAC.

- (9) If the individual requesting accommodation does not provide appropriate documentation or does not cooperate in the Agency's efforts to obtain such documentation the Agency may deny the requested accommodation.
- (10) IRS officials who gain access to an employee's or an applicant for employment's personal medical information will be reminded that the Rehabilitation Act of 1973 and ADAAA requires that they keep this information strictly confidential and share it only with others who have a need to know. This information may be disclosed only to those individuals listed in the "Confidentiality and Disclosure" section.

Note: Whenever medical documentation is transmitted among authorized IRS personnel it must be done in a secure manner such as conveyed in a sealed envelope or via a zipped electronic file.

1.20.2.4 (06-24-2013) Confidentiality and Disclosure

- (1) All medical information, including information about functional limitations and reasonable accommodation needs, obtained in connection with a request for reasonable accommodation **must be kept confidential**. The information shall be kept in files separate from the individual's personnel file. In addition, employees who obtain or receive such information are strictly bound by these confidentiality requirements. The servicing RAC will maintain custody of all records obtained or created during the processing of a request for reasonable accommodation, including medical records, and will respond to all requests for disclosure of the records. The information may be disclosed to the following individuals:

- a. Deciding Officials, supervisors and managers who need to know may be told about necessary restrictions on the work or duties of the employee and the necessary accommodation(s), but medical information should only be disclosed if absolutely necessary.
 - b. First aid and safety personnel, when appropriate, if the disability might require emergency treatment or special arrangements in emergency situations such as building evacuations.
 - c. Government officials when the information is necessary to investigate compliance with the Rehabilitation Act.
 - d. In certain circumstances, to workers' compensation offices or insurance carriers
 - e. Treasury and IRS legal counsel in connection with providing legal advice to agency officials
 - f. Those Agency Officials with the need to know the information to carry out official duties of their position
- (2) Whenever medical information is disclosed, the individual disclosing the information must inform the recipients of the information about the confidentiality requirements that apply.

Note: *The Rehabilitation Act confidentiality obligation is not limited to the medical diagnosis. The fact that someone has requested an accommodation, or that something is being provided as an accommodation, also constitutes confidential medical information.*

Case Illustration: Tyson v. United States Postal Service, EEOC Appeal No. 01992086 (Aug. 23, 2002). Agency violated Rehabilitation Act by disclosing complainant's medical condition and symptoms in a letter mailed to other installations seeking a vacancy to which he could be reassigned. Although the other managers needed to be alerted to complainant's work restrictions and his need for accommodation, they had no need to know his condition or symptoms.

- (3) Nondisclosure of GINA Protected Information: The Genetic Information and Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting, requiring, or purchasing genetic information of employees or their family members, except as specifically allowed by this law. To comply with GINA, the request for medical information must state that the agency is asking that genetic information not be provided when responding to the request for medical information, unless the information is allowable as explained below:
- a. Genetic information: as defined by GINA, includes information concerning the manifestation of disease/disorder in family members "family medical history", information about an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.
 - b. Rehabilitation Act: The general prohibition against requesting or requiring genetic information does not apply where an employer requests documentation to support a request for reasonable accommodation as long as the request for documentation is lawful. Such a request is lawful only

where the disability and/or the need for accommodation is not obvious; the documentation required contains no more information than what is sufficient to establish that an individual has a disability and needs reasonable accommodation; and the documentation relates only to the impairment that the individual claims to be a disability that requires reasonable accommodation. (See 29 CFR.1635.8(b)(1)(i)(D)(1), and 29 CFR 1,635.8(b)(1)(i)(B)).

1.20.2.5
(06-11-2021)
**Granting or Denying a
Request for
Accommodation**

- (1) As soon as the Deciding Official determines that a request for reasonable accommodation is granted, including alternative accommodations agreed upon during the interactive dialogue, the Deciding Official shall complete Part II of IRS RA *Form 13661*, and provide a copy (i.e. including in an accessible format if requested) to the requester of the accommodation with a copy to the servicing RAC. The decision shall describe in plain language the accommodation(s) granted.
- (2) As soon as the Deciding Official determines that a request for reasonable accommodation is denied, the Deciding Official shall complete Part IV of IRS RA *Form 13661* and provide a copy (i.e. including in an accessible format if requested) to the requester of the accommodation with a copy to the servicing RAC. The explanation for the denial should be written in plain language, clearly stating the specific reasons for the denial.
- (3) Where the Deciding Official has denied a specific requested accommodation, but offered an alternative accommodation in its place which was not agreed to during the interactive process, Part IV of the Reasonable Accommodation Request, *Form 13661* should explain both the reasons for the denial of the specific requested accommodation and the reasons that the Deciding Official believes the chosen accommodation will be effective.
- (4) The written decision must include specific reasons for the denial of a reasonable accommodation. Explanation(s) may include the following:
 - a. Requestor does not meet the definition of an individual with a disability) or the medical documentation is inadequate to establish the individual has a disability and/or needs a reasonable accommodation.
 - b. The requested accommodation would not be effective.
 - c. Providing the requested accommodation would result in undue hardship. Before reaching this determination, the Deciding Official must have explored whether other effective accommodations exist which would not impose undue hardship and therefore can be provided.

Note: *A determination of undue hardship means that the IRS finds that a specific accommodation would result in significant difficulty or expense, or would fundamentally alter the nature of the IRS operations. When evaluating budgetary or administrative concerns to determine if undue hardship exists, the IRS will follow the standards outlined in the “Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act.” Undue hardship because of budgetary concerns must be assessed in relationship to the entire IRS budget and workforce, rather than in relationship to the parameters of the budget or workforce of an operating division or functional unit.*

- d. The requested accommodation would require the removal of an essential function.

1.20.2.6
(06-11-2021)
Appeal Process

- e. The requested accommodation would require the lowering of a performance or production standard.
- (5) The written decision denying a request for reasonable accommodation must also inform the individual that they have the right to file an EEO complaint and may have rights to pursue Merit Systems Protection Board (MSPB) or union grievance procedures. The notice must also explain the Agency's procedures available for dispute resolution.
- (1) An employee seeking reconsideration should appeal to the Deciding Official within **fifteen (15) workdays** of receiving the written denial. The employee may present additional information in support of their request. Any request for reconsideration received after **fifteen (15) workdays** of the denial will be treated as a new request for a reasonable accommodation. This new request will not require the employee to resubmit any documentation previously submitted in a prior request. Rather, this "new request" only affects the timeframes for processing in compliance with the negotiated procedures. The Deciding Official will respond to the appeal within **five (5) workdays** of the receipt of the appeal.
- a. The **fifteen (15) workdays** deadline will commence when the employee requesting reasonable accommodation has received the denial of their request for reasonable accommodation.
 - b. For purposes of this paragraph, the term "received" means when the employee is handed the denial decision in-person or when the individual signs for mail with return receipt requested.
- (2) If the Deciding Official does not reverse the initial denial, the employee may initiate a second and final appeal within **15 workdays** of receiving the Deciding Official's denial of the request for reconsideration. The appeal shall be decided by the Business Unit Commissioner/Chief or their executive-level designee. The BU Commissioner/Chief or their executive-level designee may consult with the Chief Diversity Officer or their designee prior to rendering a final decision. A response to the final appeal will be issued to the employee within **15 workdays** of receipt of the final appeal request.
- (3) Employees should follow up any oral reconsideration requests in writing. If the employee chooses not to submit a written reconsideration request, the request must be documented in writing and dated by the receiving official, the RAC, or other responsible individual.
- (4) Pursuing this appeal process, including seeking reconsideration from the Deciding Official or filing a second and final appeal under this process will toll the time limits for initiating claims under the Parties' collective bargaining agreement. However, seeking reconsideration will not toll statutory time frames for filing an EEO complaint or Merit Systems Protection Board appeal.
- (5) For an employee to invoke their right to appeal within the **fifteen (15) workday** timeframe, they must simply notify, orally or in writing, the point of contact of their decision to appeal. Within the **fifteen (15) workday** timeframe, the employee must only invoke their right to reconsideration; the employee does not have to prepare the content of the appeal within that time. The point of contact will be identified at the time of the denial decision.

1.20.2.7
(06-24-2013)
**Relationship of
Procedures to Statutory
and Collective
Bargaining Claims**

- (1) Executive Order 13164 does not create new rights for employees or applicants for employment; nor does it limit an individual's rights under the Rehabilitation Act of 1973. The policies and requirements described in these procedures are in addition to statutory and collective bargaining protections for persons with disabilities and the remedies they provide for the denial of requests for reasonable accommodation. Requirements governing the initiation of statutory and collective bargaining claims, including time frames for filing such claims, remain unchanged.
- (2) An individual who chooses to pursue statutory or collective bargaining remedies for denial of reasonable accommodation must comply with the following:
 - a. **EEO Complaint** - Contact an EEO counselor within 45 days from the date of receipt of the written notice of denial.
 - b. **Collective Bargaining Claim** - File a grievance in accordance with the provisions of the controlling Collective Bargaining Agreement (under the IRS-NTEU National Agreement, Article 41, a grievance must be filed within 15 workdays of the denial); or
 - c. **Merit System Protection Board Appeal** - Initiate an appeal within 30 days of an appealable adverse action as defined in 5 CFR §1201.154.

1.20.2.8
(06-24-2013)
**Collective Bargaining
Obligations**

- (1) As called for in the EEOC Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (ADA) (which has also been applied to the Rehabilitation Act of 1973), prior to granting any reasonable accommodation that would violate any collective bargaining agreement between the IRS and NTEU (e.g., the IRS-NTEU National Agreement, mid-term agreements or LOUs, local agreements, etc.) the Service will notify NTEU at the appropriate level and seek to negotiate, in good faith, a variance to the agreement to allow the accommodation. The parties are encouraged to work cooperatively to reach such agreements, but only if they do not unduly burden the expectations or rights of other workers.
- (2) The Service acknowledges that under the ADA 2008 Amendments Act (ADAAA) and Rehabilitation Act case law, accommodations that conflict with collectively bargained seniority systems are unreasonable, absent special circumstances.
- (3) The Service will notify and bargain, to the extent required by law, with NTEU prior to implementing any reasonable accommodation that would require more than de minimis change in other bargaining unit employees' conditions of employment.
- (4) If granting a reasonable accommodation would conflict with a collectively bargained agreement, or would necessitate a change in other employees' conditions of employment, and thus require negotiations, consistent with paragraph 3 above, the Service will consider such situations as presenting extenuating circumstances (as defined in the RA procedures) requiring a delay in implementation of the accommodation, and perhaps requiring the Service to take temporary measures.
- (5) The Service will consider reasonable accommodations that do not conflict with collective bargaining agreements or require changes to other employees' conditions of employment before proposing or approving reasonable accommodations that would cause such conflicts or changes.

Exhibit 1.20.2-1 (06-11-2021)**IRS Reasonable Accommodation Resources**

Reasonable accommodation resources below include: materials in accessible formats, assistive technology, and ergonomic equipment information.

Materials in Accessible Formats

The Alternative Media Center (AMC) publishes material in accessible formats for IRS employees and taxpayers with disabilities. This includes Braille, large print, CD-ROM, electronic Braille, tactile graphics, captioning services, etc. Electronically accessible media forums such as Intranet and Internet sites are available for access by customers with disabilities who utilize the AMC products. Currently, the AMC manages the productions, distribution and storage of materials through in-house and contract facilities.

The following information is required when placing an order:

- A. Document name and revision date (Example: F.1040 1/2001)
- B. Format preferred (Example: Braille, large print, CD-ROM)
- C. Date the order is required to be delivered to the customer
- D. Contact name, number and e-mail address, if available

Requests for AMC services and products can be sent to: <http://amc.enterprise.irs.gov/>

Assistive Technology

The goal of the Information Resources Accessibility Program (IRAP) Office is to work closely with the employee with a disability and their manager to choose the adaptive technology that will best enable the performance of essential job duties. In addition to the purchase of adaptive computer equipment, IRAP offers services such as installation and integration; training on the use of the equipment; hardware maintenance; and software support.

IRAP associates work with managers and employees to:

- A. Conduct needs assessments
- B. Identify appropriate adaptive equipment solutions
- C. Coordinate systems requirements with local IS support personnel
- D. Provide ongoing technical support, etc.

To request IRAP services, contact the servicing EDI-RAS office.

Ergonomic Equipment

For reasonable accommodation only, funding has been allocated to cover ergonomic chairs and workstation modifications in offices managed by the service. Managers should refer questions or concerns regarding ergonomic furniture as a reasonable accommodation to the Facilities Management point of contact identified in the FMSS Portal Logistics Contacts. <https://portal.ds.irsnet.gov/sites/FMSS/LogContacts/Lists/LogisticsContacts/Reasonable%20Accommodation.aspx>

Exhibit 1.20.2-2 (06-24-2013)**External Reasonable Accommodation Resources**

External resources below include: volunteer, disability business and technical, job accommodation, EEOC, interpreter, and state vocational rehabilitation information.

Volunteer Assistors

OPM's Guide to Processing Personnel Actions (commonly referred as the GPPA), provides instructions for documenting service, performed without compensation, by an individual who does not receive a Federal appointment. GPPA states: "Volunteers do not receive Federal appointments, so their service is not reported to the Central Personnel Data File (CPDF). Agencies are responsible for determining how to document volunteer service (e.g., self-developed forms, letters, etc.). An SF-50 can not be used to document volunteer appointments; however, agencies must clearly inform volunteers of the nature of their appointment with respect to service credit for leave or other employee benefits." For guidance on recommended language to use for documenting volunteer service, go to Chapter 33 of OPM's GPPA: <http://www.opm.gov/feddata/gppa/Gppa33.pdf>

ADA Disability and Business Technical Assistance Centers (DBTACs)

1-800-949-4232 (Voice/TTY)

The DBTACs consist of 10 federally funded regional centers that provide information, training, and technical assistance on the ADA. Each center works with local business, disability, governmental, rehabilitation, and other professional networks to provide current ADA information and assistance, and places special emphasis on meeting the needs of small businesses. The DBTACs can make referrals to local sources of expertise in reasonable accommodations.

Equal Employment Opportunity Commission

EEOC Washington Field Office

1-800-669-4000 (Voice)

1-800-669-6820(TTY)

EEOC Publication Center

1-800-669-3362 (Voice)

1-800-800-3302 (TTY)

<http://www.eeoc.gov>

With its headquarters in Washington, D.C., and through the operations of 50 field offices nationwide, the EEOC coordinates all federal equal employment opportunity regulations, practices, and policies. The Commission interprets employment discrimination laws, monitors the federal sector employment discrimination program, provides funding and support to state and local Fair Employment Practices Agencies (FEPAs), and sponsors outreach and technical assistance programs.

Job Accommodation Network (JAN)

1-800-232-9675 (Voice/TTY)

<http://janweb.icdi.wvu.edu/>

A service of the President's Committee on Employment of People with Disabilities. JAN can provide information, free-of-charge, about many types of reasonable accommodations.

Exhibit 1.20.2-2 (Cont. 1) (06-24-2013)**External Reasonable Accommodation Resources****Office of Disability Employment Policy (ODEP) (Formerly the President's Committee on Employment of People with Disabilities)**

(202) 376-6200 (Voice)

(202) 376-6205 (TTY)

<https://www.dol.gov/odep/>

The mission of ODEP is to bring a heightened and permanent long-term focus to the goal of increasing employment of persons with disabilities.

Registry of Interpreters for the Deaf

(301) 608-0050 (Voice/TT)

<http://www.rid.org>

The Registry offers information on locating and using interpreters and transliteration services.

RESNA Technical Assistance Project

(703) 524-6686 (Voice)

(703) 524-6639 (TT)

<http://www.resna.org/>

RESNA, the Rehabilitation Engineering and Assistive Technology Society of North America, can refer individuals to projects in all 50 states and the six territories offering technical assistance on technology-related services for individuals with disabilities.

State Vocational Rehabilitation (VR) Agencies <https://dds.dc.gov/service/vocational-rehabilitation-services>

State Vocational Rehabilitation (VR) agencies furnish a wide variety of services to help people with disabilities return to work. These services are designed to provide the client with the training and other services that are needed to return to work, to enter a new line of work, or to enter the workforce for the first time. Participation in a VR program through your state VR agency can affect you in a number of ways.



MANUAL TRANSMITTAL

Department of the Treasury
Internal Revenue Service

1.20.5

JUNE 10, 2022

EFFECTIVE DATE

(06-10-2022)

PURPOSE

- (1) This transmits new IRM 1.20.5, Policies and Procedures for Personal Assistance Services.

MATERIAL CHANGES

- (1) This new IRM was developed from Interim Guidance Control 01-0320-0001 and incorporates updates to clarify content and ensure conformance with Equal Employment Opportunity Commission and Department of the Treasury guidance suggested by various Business Units and General Legal Services.

EFFECT ON OTHER DOCUMENTS

This IRM supersedes the Interim Guidance on the same subject dated March 20, 2020 (Control 01-0320-0001).

AUDIENCE

All Divisions and Functions

Valerie A. Gunter Chief Diversity Officer

1.20.5
Policies and Procedures for Personal Assistance Services

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1.20.5.1
(06-10-2022)
Program Scope and Objectives

- (1) Purpose: The following policies and procedures apply to all divisions, functions and offices of the IRS. These policies and procedures assist employees with targeted disabilities as well as managers/supervisors with understanding the process for requesting Personal Assistance Services (PAS), the process for determining whether such services are required, and the agency's right to deny such requests when provision of the services would pose an undue hardship
- (2) Audience: These provisions are applicable Service-wide to persons who request Personal Assistance Services, managers/supervisors determining whether to grant PAS as well as Reasonable Accommodation Coordinators facilitating the PAS process.
- (3) Policy Owner: The Chief Diversity Officer has overall responsibility for the Personal Assistance Services program.
- (4) Program Owner: The Disability Services Division of the Office of Equity, Diversity & Inclusion is primarily responsible for operating the Personal Assistance Services program.

1.20.5.1.1
(06-10-2022)
Background

- (1) On January 3, 2017, the Equal Employment Opportunity Commission (EEOC or Commission) issued a final rule to amend the regulations implementing Section 501 of the Rehabilitation Act of 1973 (Section 501). The final rule provides that agencies of the federal government must adopt employment goals for individuals with disabilities, with sub-goals for individuals with targeted disabilities, provide Personal Assistance Services to employees who need them because of a targeted disability, (including while employees are on official travel or teleworking), and meet a number of other requirements designed to improve the recruitment, hiring, retention, and advancement of individuals with disabilities in the federal workforce.

1.20.5.1.2
(06-10-2022)
Authority

- (1) The following provisions implement the requirements set forth in 29 C.F.R. §1614.203(d)(5) Personal Assistance Services allowing employees to participate in the workplace and Section 501 of the Rehabilitation Act of 1973 as amended, 29 U.S.C. 791.

1.20.5.1.3
(06-10-2022)
Responsibilities

- (1) The IRS's Reasonable Accommodation Policy P-1-47 provides that the Internal Revenue Service shall take positive and persistent actions to recruit, hire, develop, and advance persons with disabilities. The Service shall make reasonable accommodations for all qualified applicants or employees with physical or mental disabilities in accordance with law. The Service shall comply with all appropriate rules, regulations, and directives. Executives, managers, and supervisors shall create a positive work environment that will encourage employees with disabilities to maximize and reach their full potential.
- (2) The Office of Equity, Diversity and Inclusion's (EDI) Reasonable Accommodation Services (RAS) Section is responsible for processing all requests from IRS employees for Personal Assistance Services (assistance with feeding or dressing oneself, using the restroom - See the Definitions section below for further explanation). Once a request is received by RAS; the RAS POC will work closely with the employee or their representative and management to facilitate decision making and fulfillment of approved requests.

- 1.20.5.1.4
(06-10-2022)
Program Management and Review
- (1) The Chief Diversity Officer will annually evaluate the Agency's Personal Assistance Services program. An effective Personal Assistance Services program is part of a model EEO program. Program results must be included in the IRS's Equal Employment Opportunity Commission Management Directive 715 Report to the Department of the Treasury.
- 1.20.5.1.5
(06-10-2022)
Program Controls
- (1) The Chief Diversity Officer will annually evaluate the Agency's Personal Assistance Services Program. Results must be included in Part J (Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities) of the bureau's Management Directive (MD) - 715. The Agency must describe in Part J of MD-715 (Section V.D.), the effectiveness of the policies, procedures, or practice to implement the PAS requirement, which includes the following:
- a. Accessibility of the PAS request policy to employees with or without a targeted disability, e.g., posted on the Internet, Intranet, disseminated in employee handbooks, or available in alternative formats, such as Braille;
 - b. The number of PAS requests approved; of that, the number approved within the timeframes set out in the Agency's procedures;
 - c. The number of PAS requests denied;
 - d. Tracking PAS requests, from the date of the request through closure;
 - e. Training for managers and supervisors on providing PAS and;
 - f. Monitoring PAS request for trends.
- 1.20.5.1.6
(06-10-2022)
Terms/Definitions/ Acronyms
- (1) The following are terms, acronyms or abbreviations used in IRM 1.20.5:
- a. **"Activities of Daily Living."** Activities that an individual would typically perform if he/she did not have a disability, and that are not otherwise required as a reasonable accommodation, including, for example, assistance with removing and putting on clothing, eating, and using the restroom.
 - b. **"Deciding Official."** An individual who has authority to approve or deny PAS requests.
 - c. **"Department."** The Department of the Treasury, including all of its bureaus and offices.
 - d. **"Dispute Resolution Process."** Any voluntary mechanism through which an individual can request reconsideration of a denial of a request for PAS.
 - e. **"Essential Functions."** The basic duties of the job that an employee must be able to perform, with or without reasonable accommodation. A function can be "essential" if, among other things, the reason the position exists is to specifically perform that function; there are a limited number of other employees who could perform the function; the function is specialized and the individual is hired based on his/her ability to perform it; or the position requires an employee to be physically located in a particular place.

Note: Determination of the essential functions of a position must be done on a case-by-case basis so that it reflects the job as actually performed.
 - f. **"Extenuating Circumstances."** Factors that could not reasonably have been anticipated or avoided in advance of the request for PAS, or situations in which unforeseen or unavoidable events prevent prompt processing and delivery of PAS.

- g. **“Genetic Information.”** As defined by the Genetic Information Nondiscrimination Act of 2008 (GINA), includes information concerning the manifestation of disease/disorder in family members (“family medical history”), information about an individual’s or family member’s genetic tests, the fact that an individual or an individual’s family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual’s family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.
- h. **“Interactive Process.”** Discussions between the Requester and the Receiving Official and/or any official designated to process requests for PAS. The information shared during the interactive process is used to determine whether PAS will be provided and to examine potential temporary assistance services.
- i. **“Personal Assistance Services (PAS).”** Assistance with performing activities of daily living that an individual would typically perform if he or she did not have a targeted disability, and that is not otherwise required as a reasonable accommodation, including, for example, assistance with removing and putting on clothing, eating, drinking, and using the restroom. For example, someone providing PAS might assist someone with getting into or out of a vehicle at the worksite.

Note: *PAS does not include medical services such as administering injections or monitoring blood sugar. PAS also does not include helping individuals with targeted disabilities perform the essential functions of their jobs such as reviewing documents or answering questions that come through a call-in center, nor providing assistance for the employee to commute to work.*

- j. **“Personal Assistance Service Provider.”** An independent contractor or an employee whose primary job function is to provide assistance with the daily living activities requested by the employee entitled to PAS.
- k. **“Qualified Employee.”** An employee of the Department who requires services because of a targeted disability and who, with or without reasonable accommodation, can perform the essential functions of the employee’s position.
- l. **“Processing Official (PO).”** The office or individual(s) responsible for processing requests for PAS received by Receiving Officials, and managing the requests through to closure. The Office of Equity, Diversity and Inclusion (EDI)’s Reasonable Accommodation Services Section is responsible for processing all requests for PAS.
- m. **“Receiving Officials.”** Treasury personnel designated to receive a PAS request, such as an employee’s immediate supervisor; a supervisor or manager in his/her immediate chain of command; the EDI Office or any office designated to officially receive a request for PAS from an employee (or an individual acting on his/her behalf).
- n. **“Requester.”** A qualified employee with a targeted disability or an individual acting on his or her behalf who requests PAS.
- o. **“Targeted Disability.”** A subset of conditions that would be considered disabilities under the Rehabilitation Act. The Department follows the list of **targeted disabilities** (below) as set forth by OPM on the Standard Form (SF) 256:

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1. Developmental Disability, for example, autism spectrum disorder
 2. Traumatic Brain Injury
 3. Deaf or serious difficulty hearing, benefiting from, for example, American Sign Language (ASL) interpreting services, Communication Access Realtime Translation (CART) services, hearing aids, a cochlear implant and/or other supports
 4. Blind or serious difficulty seeing even when wearing glasses
 5. Missing extremities (arm, leg, hand and/or foot)
 6. Significant mobility impairment, benefiting from the utilization of a wheelchair, scooter, walker, leg brace(s) and/or other support.
 7. Partial or complete paralysis (any cause)
 8. Epilepsy or other seizure disorders
 9. Intellectual disability
 10. Significant Psychiatric Disorder, for example, bipolar disorder, schizophrenia, Post Traumatic Stress Disorder (PTSD), or major depression
 11. Dwarfism
 12. Significant disfigurement, for example, disfigurements caused by burns, wounds, accidents, or congenital disorders
- p. **“Undue Hardship.”** An action requiring significant difficulty or expense when considered in light of factors such as the Department’s size, financial resources, and the nature and structure of the position. Determination of undue hardship is always made on a case-by- case basis, considering factors such as the nature and cost to provide PAS needed and the impact of the PAS on the operations of the Department. An undue hardship based on cost should rarely be an issue. The inability to find a PAS provider with the security clearance level of the employee may, under some circumstances, be sufficiently difficult as to constitute an undue hardship.

1.20.5.2 (06-10-2022) Requesting Personal Assistance Services

- (1) An employee (not an applicant) with a targeted disability may, orally or in writing, request assistance with daily life activities that the individual cannot perform because of the targeted disability. The request does not have to use any special words, such as “PAS,” “Section 501,” “disability,” “EEOC’s regulations” or “Rehabilitation Act.” Requests for PAS may be made to any Receiving Official, including an employee’s immediate supervisor; a supervisor or manager in his/her immediate chain of command, or the EDI Office.

Note: To expedite processing of the request it is recommended that the request include: the employee’s name; his/her position and employing organization; his/her contact information; his/her targeted disability; what type of PAS is required, as well as where and when PAS would be needed.

- (2) A family member, friend, health care professional, or other representative may request PAS on behalf of an employee with a targeted disability. If possible, the employee with the targeted disability should be contacted to confirm that they in fact want PAS. The employee with the targeted disability may decline to make a request or refuse to accept services.
- (3) An official to whom a request for PAS is made should immediately refer the request to EDI. (Referrals may be emailed to *RA Form 13661).
- (4) EDI is responsible for (1) acknowledging the request; (2) explaining to the employee that management will be making the decision on the request for Personal Assistance Services; (3) describing what will happen in processing of

the request. (i.e. delays and/or extenuating circumstances), and (4) within two business days of EDI's receiving it ensuring the Deciding Official is aware of the request..

1.20.5.3

(06-10-2022)

The Interactive Process

- (1) Communication is a priority throughout the entire process.
- (2) The Deciding Official (determined by the employing Business Unit) involved in the Personal Assistance Services process should consult with EDI. The official involved in the interactive process should record their activities.
- (3) The employee requesting the Personal Assistance Services (and any chosen representative) should also participate, to the extent possible, in helping to identify the skill set required from the Personal Assistance Service provider.
- (4) On-going communication is particularly important where the specific need or skill set, or extenuating circumstance is unclear. In those cases where the Personal Assistance Services that should be provided are clear, extensive discussions are not necessary. Even so, the Deciding Official and requesting individual should discuss the matter to make sure that there is a full exchange of relevant information.
- (5) If after engaging in the interactive process the parties cannot agree on the Personal Assistance Services that should be provided, the Deciding Official should offer the individual the Personal Assistance Services that the Deciding Official has determined to be effective. If through the interactive process the parties agree on a Personal Assistance Services (alternative) that is different than what was originally requested, that should be documented. During the interactive process or pending procurement of PAS an interim arrangement might be necessary to meet the employee's needs.

1.20.5.4

(06-10-2022)

Granting Personal Assistance Services and Time Frames for Processing Requests

- (1) When the Deciding Official determines Personal Assistance Services will be provided, the decision should be communicated in writing within five business days to the individual by the Deciding Official. EDI shall take a proactive approach to ensure PAS providers have the necessary skill sets for the services required. If the Personal Assistance Services cannot be provided immediately EDI shall inform the individual of the projected time frame for providing the Personal Assistance Services.
- (2) PAS providers may be procured via a Blanket Purchase Agreement established by the Department of the Treasury and funded by the IRS. A request for a specific PAS provider (e.g., a family member or a PAS provider with whom the employee has previously worked) will be considered and, where the PAS provider is dedicated to a single employee, given primary consideration to the extent permitted by law.
- (3) All PAS providers must satisfy applicable security clearance and background investigation requirements. These requirements apply to any PAS provider delivering services on a temporary or indefinite basis if the provider, due to their presence in the workplace (IRS facility, telework location etc.), might see or hear tax, sensitive but unclassified, or personally identifiable information the following are required: : a moderate risk background investigation; a non-disclosure agreement; UNAX training etc. (Refer to Publication 4812 for contractor requirements).

**1.20.5.4.1
(06-10-2022)****Time Frames for
Processing Personal
Assistance Services
Requests.**

- (1) The time necessary to process a request will depend on the nature of the request and whether it is necessary to obtain supporting documentation. At a minimum, however, requests shall be processed as outlined in "Requests Not Involving Extenuating Circumstances" and "Requests Involving Extenuating Circumstances."

**1.20.5.4.1.1
(06-10-2022)****Personal Assistance
Services Requests Not
Involving Extenuating
Circumstances**

- (1) If the manager receiving the request is the Deciding Official they should promptly, but in no more than two business days, engage in the interactive process with the employee and the EDI POC. If the manager or management official receiving the request, is not the Deciding Official, they shall forward the request to the Deciding Official as soon as possible but in no more than two business days.
- (2) If the request does not require that supporting medical information be obtained, the request shall be processed and if approved, should be provided as soon as possible but no more than 30 business days from the date of the request. Since the Deciding Official may need the full 30 business days to engage in the interactive process and collect all relevant information about possible provided PAS, they should not delay beginning this process. Failure to meet this time frame solely because a Deciding Official delayed processing the request is not an extenuating circumstance.
- (3) If the request requires that supporting medical information be obtained to determine whether the individual has a Targeted Disability requiring PAS EDI will request the medical documentation and the above-referenced 30 business day timeframe will be tolled until the needed documentation is received. The IRS recognizes that the need for documentation may not become apparent until after the interactive process has begun.

**1.20.5.4.1.2
(06-10-2022)****Personal Assistance
Services Requests
Involving Extenuating
Circumstances**

- (1) When extenuating circumstances (e.g. the PAS provider will have access to classified or sensitive information and will require a specific type of background investigation or security clearance; the request requires supporting medical documentation) are present, the time for processing a PAS request will be extended as deemed necessary. All IRS officials are expected to act as quickly as reasonably possible in processing requests and providing PAS.
- (2) Where extenuating circumstances are present, EDI shall notify the employee requesting PAS, in writing, of the reason for the delay, and the approximate date on which a decision, or provision of the PAS, is expected. Any further developments or changes should also be communicated promptly to the employee.
- (3) If there is a delay in providing an approved PAS, the Deciding Official must decide whether temporary measures can be taken to assist the employee. This could include providing the requested services on a temporary basis with limited access to facilities/information by PAS providers.

**1.20.5.4.2
(06-10-2022)****Expedited Process**

- (1) In certain circumstances, a request for PAS requires an expedited review and decision in a time frame that is shorter than the 30 business days discussed above (e.g. to enable an employee to attend a meeting scheduled to occur shortly). Therefore, the Agency will need to take appropriate steps as quickly as possible to determine, if appropriate, to provide PAS.

1.20.5.5
(06-10-2022)
Denial of Personal Assistance Services Requests

- (1) When the Deciding Official denies a request for PAS, they must notify the employee/representative in writing (with a copy to EDI) of the decision. The explanation for the denial should be written in plain language, clearly stating the specific reasons for the denial.
- (2) The explanation may include the following:
 - Individual requiring PAS is not an employee
 - Employee does not have a targeted disability, as defined in OPM SF-256, or the targeted disability does not create a need for PAS
 - The medical documentation is inadequate to establish the individual has a targeted disability and/or needs Personal Assistance Services
 - The requested Personal Assistance Services would not be effective
 - Providing the requested Personal Assistance Services would result in undue hardship (before reaching this determination, the Deciding Official must have explored whether other effective measures exist which would not impose undue hardship and therefore can be provided)
 - Employee is not able to perform the essential functions of the job, even with PAS and any reasonable accommodations
 - Employee would create a direct threat to safety on the job, even with PAS and any reasonable accommodation
- (3) The written decision denying a request for Personal Assistance Services must also inform the individual of EEO complaint, Merit Systems Protection Board and/or union grievance procedures.
- (4) The notice must also explain the Agency's procedures available for dispute resolution.

1.20.5.6
(06-10-2022)
Appeal Process

- (1) An employee who based on new medical documentation or other pertinent information seeks reconsideration by the Deciding Official of a denial should make such a request to the Deciding Official within ten (10) business days of receiving the written denial. The employee must present additional documentation/information in support of their request. Any request for reconsideration received after ten (10) business days of the denial will be treated as a new request for Personal Assistance Services. This new request will not require the applicant to resubmit any documentation previously submitted in a prior request. Rather, this "new request" only affects the timeframes for processing in compliance with the procedures. The Deciding Official will respond to the request within five (5) business days of the receipt of the request for reconsideration.
- (2) If due to the absence of new medical documentation or other pertinent information reconsideration was not requested the employee may initiate a final appeal within ten business days of receiving the denial of the request for PAS, or if upon request for reconsideration the Deciding Official does not reverse the initial denial the employee may initiate a final appeal within ten business days of receiving the decision not to reverse the denial.
- (3) The appeal shall be decided by the Business Unit Commissioner/Chief or his/her executive-level designee. The Business Unit Commissioner Chief or his/her executive-level designee may consult with the Chief Diversity Officer or their designee prior to rendering a final decision. The Business Unit Commissioner/

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Chief or his/her executive-level designee will issue a response to the final appeal within ten business days of receipt of the appeal.

- (4) Individuals should follow up any oral reconsideration/appeal requests in writing. If the individual chooses not to submit a written reconsideration/appeal request, the request must be documented in writing and dated by the receiving official, the RAS POC or other responsible individual.
- (5) Pursuing this appeal process, including seeking reconsideration from the Deciding Official or filing an appeal under this process, will toll the time limits for initiating claims under the Parties' collective bargaining agreement. However, pursuing this appeal/reconsideration process will not toll statutory time frames for filing an EEO complaint or Merit Systems Protection Board appeal.

1.20.5.7 (06-10-2022) Relationship of Procedures to Statutory and Collective Bargaining Claims

- (1) Executive Order 13164 does not create new rights for employees or applicants for employment; nor does it limit an individual's rights under the Rehabilitation Act of 1973. The policies and requirements described in these procedures are in addition to statutory and collective bargaining protections for persons with disabilities. Requirements governing the initiation of statutory and collective bargaining claims, including time frames for filing such claims, remain unchanged.
- (2) An individual who chooses to pursue statutory or collective bargaining remedies for denial of Personal Assistance Services Request must comply with the following:
 - a. EEO Complaint - Contact an EEO counselor within 45 calendar days from the date of receipt of the written notice of denial;
 - b. Collective Bargaining Claim - File a grievance in accordance with the provisions of the controlling Collective Bargaining Agreement (under the IRS-NTEU National Agreement, Article 41, a grievance must be filed within 15 workdays of the denial); OR
 - c. Merit System Protection Board Appeal - Initiate an appeal within 30 days of an appealable adverse action as defined in 5 CFR §1201.154.

1.20.5.8 (06-10-2022) Confidentiality and Disclosure

- (1) All medical information, including information about PAS needs, obtained in connection with a request for PAS must be kept confidential. The information shall be kept in files separate from the individual's personnel file. In addition, employees who obtain or receive such information are bound by these confidentiality requirements. EDI will maintain custody of all records obtained or created during the processing of a PAS request, including medical records, and will respond to all requests for disclosure of the records. The information may be disclosed to the following individuals:
 - a. Deciding Officials, supervisors and managers who need to know may be told about necessary restrictions on the work or duties of the employee, but medical information should only be disclosed if absolutely necessary.
 - b. First aid and safety personnel, when appropriate, if the disability might require emergency treatment or special arrangements in emergency situations such as building evacuations.
 - c. Government officials when the information is necessary to investigate compliance with the Rehabilitation Act.
 - d. In certain circumstances, to workers' compensation offices or insurance carriers

- e. Treasury and IRS legal counsel in connection with providing legal advice to agency officials.
 - f. Those Agency Officials with the need to know the information to carry out official duties of their position.
- (2) For disclosure to other individuals, obtain written consent from the employee. Use Form 15293, IRS Privacy Act Disclosure Consent.
- (3) Whenever medical information is disclosed, the individual disclosing the information must inform the recipients of the information about the confidentiality requirements that apply.

Note: The Rehabilitation Act confidentiality obligation is not limited to the medical diagnosis. The fact that someone has requested a PAS, or that something is being provided as PAS, also constitutes confidential medical information.

1.20.5.9
(06-10-2022)
**Nondisclosure of GINA
Protected Information**

- (1) The Genetic Information and Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting, requiring, or purchasing genetic information of employees or their family members, except as specifically allowed by this law. To comply with GINA, the request for medical information must state that the agency is asking that genetic information not be provided when responding to the request for medical information, unless the information is allowable as explained below: Genetic information: as defined by GINA, includes information concerning the manifestation of disease/disorder in family members “family medical history”, information about an individual’s or family member’s genetic tests, the fact that an individual or an individual’s family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual’s family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.
- (2) The general prohibition against requesting or requiring genetic information does not apply where an employer requests documentation to support a request for PAS as long as the request for documentation is lawful. Such a request is lawful only where the targeted disability and/or the need for PAS is not obvious; the documentation required contains no more information than what is sufficient to establish that an individual has a targeted disability and needs PAS; and the documentation relates only to the impairment that the individual claims to be a targeted disability that requires PAS.

1.20.5.10
(06-10-2022)
**Collective Bargaining
Obligations**

- (1) As called for in the EEOC Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (ADA) (which has also been applied to the Rehabilitation Act of 1973), prior to providing Personal Assistance Services Request that would violate any collective bargaining agreement between the IRS and NTEU (e.g., the IRS-NTEU National Agreement, mid-term agreements or LOUs, local agreements, etc.) the Service will notify NTEU at the appropriate level and seek to negotiate, in good faith, a variance to the agreement to allow the Personal Assistance Services Request. The parties are encouraged to work cooperatively to reach such agreements, but only if they do not unduly burden the expectations or rights of other workers.

- (2) The Service acknowledges that under the ADA 2008 Amendments Act (ADAAA) and Rehabilitation Act case law, providing Personal Assistance Services Request that conflict with collectively bargained seniority systems are unreasonable, absent special circumstances.
- (3) The Service will notify and bargain, to the extent required by law, with NTEU prior to implementing any Personal Assistance Services Request that would require more than de minimis change in other bargaining unit employees' conditions of employment.
- (4) If granting a Personal Assistance Services Request would conflict with a collectively bargained agreement, or would necessitate a change in other employees' conditions of employment, and thus require negotiations, consistent with paragraph 3 above, the Service will consider such situations as presenting extenuating circumstances (as defined in the PAS procedures) requiring a delay in implementation of the Personal Assistance Services Request , and perhaps requiring the Service to take temporary measures.
- (5) The Service will consider Personal Assistance Services Requests that do not conflict with collective bargaining agreements or require changes to other employees' conditions of employment before proposing or approving Personal Assistance Services Requests that would cause such conflicts or changes.

Revised – August 19, 2020



**Office of Equity,
Diversity & Inclusion**



Informal Pre-Complaint Standard Operating Procedures

This document outlines Internal Revenue Service procedures for providing pre-complaint counseling and for processing Equal Employment Opportunity (EEO) complaints. The procedures in this document are intended to comply with Equal Employment Opportunity Commission (EEOC) regulations found in 29 Code of Federal Regulations (CFR) §1614.

EQUITY, DIVERSITY AND INCLUSION EEO OPERATIONS

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BACKGROUND

1. Explanation. This guide provides Equity, Diversity and Inclusion, Equal Employment Opportunity (EEO) instructions for handling and managing the IRS EEO Informal Complaints Processing Program.

2. Distribution.

This document is distributed to all EEO offices. Further distribution will be accomplished by the Associate Director for EEO Operations.

3. Comments.

Submit questions and suggestions about the content of this document in writing to the Chief, EDI.

4. Effective Date. This document is effective June 30, 2020.

5. Acknowledgements. This document was developed from the following sources:

[Management Directive 110](#)

<https://www.eeoc.gov/publications/facts-about-federal-sector-equal-employment-opportunity-complaint-processing> (29 CFR, Part 1614)

INTRODUCTION

Mission

Foster a diverse and inclusive workplace culture that is free from discrimination and embraces diverse strategies, which support tax administration with integrity and fairness for all.

Vision

A diverse and inclusive IRS that understands and adapts our services to the unique and ever-changing needs of taxpayers.

Purpose

This SOP outlines procedures for providing pre-complaint counseling and for processing EEO complaints. See exhibit 1 for A flowchart of the complaint process. In addition, specific terms related to the process can be found in exhibit 2.

Scope

The procedures discussed in this guide are intended to comply with the Equal Employment Opportunity Commission (EEOC) regulations found in 29 Code of Federal Regulations (CFR) §1614.

Filing Periods and Computation of Time

All periods in this guide are stated in calendar days (except where noted).

Legal Authority

- Title VII of the Civil Rights Act of 1964, as amended
- The Age Discrimination in Employment Act (ADEA) of 1967, as amended
- The Rehabilitation Act of 1973, as amended
- The Equal Pay Act (EPA) of 1963, as amended
- The Americans with Disabilities Act of 1990
- Executive Order 13145 of February 8, 2000 (Genetic Information in Hiring and Promoting)
- Executive Order 13672 of July 21, 2014 (Sexual Orientation and Gender Identity)
- Executive Order 13152 of May 2, 2000 (Parental Status)
- Executive Order 13839 of May 22, 2018 (Merit System Principles)

These statutes prohibit discrimination in employment based on race, color, religion, sex, national origin, age, and physical or mental disability; and they prohibit retaliation for prior participation in activities protected by the statutes.

EEOC Regulations

The EEOC is responsible for developing, issuing, and enforcing the complaint processing regulations of these acts for all executive departments and agencies, including the U.S. Postal Service. These regulations are found at 29 CFR §1614.101 et seq.

ROLE OF THE EEO COUNSELOR

Highlighted below are important aspects of the counselor's role to keep in mind in order to create the best chance or opportunity for resolution at the informal stage.

A. Job Knowledge

EEO Counselors are expected to be knowledgeable and to stay current regarding changes and trends in the areas of EEO and diversity. However, when educating counsees, it is important that technical job knowledge does not appear as an attempt to influence the counselee to accept or reject specific resolution- or withdrawal-related actions. This also speaks to Counselor's role and responsibility to be perceived as neutral in the counseling process.

As a result of this challenging balance, EEO Counselors should be skilled at sharing their job knowledge while leaving the decision-making process up to the counselee. This is true even when a counselor may not agree with counselee's decision(s).

B. Emotional Intelligence

Emotional Intelligence (EI) is described as the ability to monitor a person's own and other people's emotions, to distinguish between different emotions, label emotions appropriately and to use emotional information to guide thinking and behavior.

In EEO counseling, this means separating the counselor's feelings and emotions from the conflict that may be occurring between the parties. This can only happen if the counselor first acknowledges his/her own feelings, emotions or personal thoughts. Once this happens, the counselor is in a better position to assist the parties in resolving their issues.

C. Communication

There are two aspects of communication in the EEO pre-complaint process. The first aspect involves the ability of the EEO Counselor to effectively communicate with both parties. The other aspect involves the EEO Counselor's ability to open the lines of communication between the parties. Both are equally important.

Ultimately, the EEO Counselor cannot force the parties to communicate. However, the counselor has much more control over the communication between himself/herself and the parties. This is a critical first step to opening the lines of communication between the parties. Unless the EEO Counselor communicates effectively with the parties about the issues, it is unlikely that the parties will communicate effectively with each other.

D. Neutrality

In the context of EEO counseling, neutrality means not having a vested interest in the outcome of a dispute and not supporting one side in a dispute in favor of the other.

Counselors should not attempt to dissuade individuals from engaging in the counseling process and, once in the process, nor should they attempt to persuade individuals to settle, withdraw or to move forward to the formal process.

It is important to note that neutrality is largely a matter of perception. Perceptions of neutrality, or lack thereof, can be based on such things as language choice, how discussion topics are approached, tone of voice, etc. The best way to give the correct impression about neutrality is to be truly neutral.

E. Professionalism

Individuals who seek EEO counseling are often upset and emotional. Therefore, they may not communicate with the counselor in a polite and courteous manner. Regardless of how a counselee speaks to a counselor, the counselor should always respond professionally.

In order to avoid dealing with counselees in an unprofessional manner, counselors should consider the following: 1) do not take the counselee's behavior personally, 2) model the behavior that is desired, and 3) upset counselees normally calm down at some point, which means there will likely be other opportunities for a more calm and rational discussion. If necessary, consider rescheduling the call to allow the Counselee an opportunity to calm down.

F. Follow-Up and Follow Through

When a counselee seeks assistance from an EEO professional, there is an expectation that the professional will provide frequent and informative updates. Customers also expect that time frames will be adhered to and commitments will be kept. When this does not happen, the credibility of the EEO complaint process is at risk and the likelihood of a successful resolution is diminished.

SECTION 1 | TIME FRAMES, TCTS AND EEO FORMS

1.1 Processing Time Frames

In traditional counseling, the final interview should occur within 30 days of the initiation of EEO counseling, unless the counselee consents to an extension, which should not exceed 60 days. The unavailability of the EEO Counselor to meet with the counselee after the initial contact does not toll the 30-day counseling period. **Note: Notify the Territory Manager (TM) immediately if there are delays in the process.**

Sample Traditional Counseling Activities – Day 1 to Day 30

	<u>Day</u>
Initial contact with Customer via email from *EEO@IRS.Gov	1-2
After contact has been converted to an informal complaint, TM receives and assigns to Counselor for processing.	1-2
EEO Counselor conducts initial interview	1-2
After Alternative Dispute Resolution (ADR) is offered, Counselee is given 2 business days to decide. If ADR is elected, ADR mediation is scheduled within 10 days and case is extended by no more than 60 days. If ADR is not elected, complaint will be counseled traditionally.	3-10
<p>IRS ADR Policy requires management to participate in mediation when the employee makes the ADR Election. All attempted declinations by management must be elevated to the TM for follow up. This includes untimely responses by managers.</p>	
EEO Counselor interviews and limited inquiry with appropriate Parties in dispute.	5-20
<ul style="list-style-type: none"> Facts collected from interviews with parties and shared with TM. Discuss with TM to identify concerns/liability, potential resolution terms and next steps. 	5-20
TM and Counselor discussion completed	5-20
TM and/or EEO Counselor elevates to appropriate highest-level Resolution official necessary for resolution consideration. (Draft potential resolution agreement, if necessary.)	20-60
EEO Counselor prepares extension, withdrawal and Notice of Right to File (NORTF.)	25-60
TM reviews draft resolution agreement to ensure terms are measurable. TM reviews Report of Counseling (ROC.)	26-60

If resolution agreement has Article 8 implications, see Section 4.2.7. Counselor will prepare Article 8 email for TM with completed Article 8 form and copy of resolution agreement. (If resolution has monetary implications refer to Business Unit settlement authority)	26-60
Secure signatures for Resolution Agreement	27-60

1.2 Processing Cases in Treasury Complaint Tracking System (TCTS)

TCTS is the Treasury Department's official repository for all EEO administrative complaints. For the informal EEO complaint stage, IRS EDI territory offices must use TCTS to track EEO contacts and the EEO counseling process, as well as the Alternative Dispute Resolution (ADR) process.

All relevant EEO counseling documents must be uploaded into TCTS once Notice of Right to File has been issued so there is no delay in the Office of Civil Rights and Diversity's (OCRD) ability to start the formal complaint process if the counselee files a formal complaint. This documentation should be uploaded regardless of whether counselee pursues a formal complaint.

1.3 EEO Forms

Another critical aspect of EEO counseling is the use of the correct forms. Below is a listing of EEO forms. The most current versions of these forms are available on the [Office of Equity, Diversity and Inclusion SharePoint site](#).

- EEO Contact Intake Form (Rev:11/2019)
- Notice of Rights and Responsibilities
- Representation/Anonymity Form
- EEO Counselor Neutrality Card
- Report of Counseling
- Traditional Extension

MEMORY JOGGER

All relevant events and dates associated with EEO counseling and the informal ADR processes should be entered in TCTS by EEO Counselors within 1-2 business days of the occurrence of those events or actions.

ADR Forms and Documents

- ADR Brochure
- Agreement to Extend Counseling-Participate in Mediation
- Confirmation of Mediation Agreement Form 13567
- ADR Mediator Request Form

Closure Forms

- Non-Age Agreement Form 13569
- Age Resolution Agreement Form 13572
- NORTF
- Traditional Withdrawal Form
- Treasury Individual Complaint Form

Other Forms and Compliance Memoranda

- Article 8 - Pre-Complaint Record Form
- Compliance Memo for Resolution Official for Resolution Agreements
- EDI Letterhead Blank
- Post Pre-Complaint NORTF Closure Memo
- Post Pre-Complaint Withdrawal Closure Memo to RMO
- Expectations from OCRD
 - This list is not all inclusive
 - Grievances
 - SF 50's
 - Termination Letter

SECTION 2 | INTAKE PROCEDURES AND CASE ASSIGNMENT

2.1 Beginning of the Pre-Complaint Process

The 30-day time period for completing EEO counseling begins on the day that the counselee first requests to pursue contact to pre-complaint stage of EEO counseling. It is important to note the date of contact as OCRD will use this information to determine whether timely contact was made with an EEO counselor, and may impact whether the claim(s) are accepted or dismissed for formal processing (counseling must be initiated within 45 days of the alleged discriminatory event or 45 days from when the counselee became aware of the alleged discriminatory event.)

2.2 Case Assignment and TCTS Update

ACTION	
Territory Manager (TM)	EEO Counselor
<p><u>Within 1-2 Days of converting to informal</u></p> <p>1. TM assigns pre-complaint.</p>	<p><u>Within 1-2 Days</u></p> <p>1. Once assignment received, counselor schedules and conducts initial interview and updates TCTS.</p>

2.3 Initial Contact Procedures

These procedures pertain to the responsibilities of employees to clarify the internal process for handling contacts and converting them to pre-complaint cases. All contacts made with EEO Counselors should be updated in TCTS. These procedures are based on CFR 1614 and MD 110 regulations.

2.3.1 Definition of a Contact

A contact is communication via walk in, email, telephone or correspondence in which an Employee, Applicant for Employment, or Former Employee, referred to hereafter as the counselee, wants information from an EEO professional about an employment matter they feel may be discriminatory. In EDI, an EEO professional is an EEO Counselor, Manager, or any GS-260 series employee.

When a counselee is placed with an EEO professional, they should receive a thorough explanation of the key components of the EEO process. If the counselee raises an allegation of harassment, the EEO Counselor should include an explanation that allegations of harassment must also be referred to the Anti-Harassment Program (AHP) for processing at *EDI AHP Mailbox edi.ahp.mailbox@irs.gov. If Counselee is a TIGTA employee notify ReportHarassment@TIGTA.Treas.gov. The purpose of this initial discussion is educational in nature. EEO professionals must take the appropriate amount of time and share all relevant information with the counselee so that he/she may make an informed decision as to how they wish to proceed. At the

end of this initial conversation the person must determine if they would like to file an informal complaint or if they are satisfied and do not want to enter the informal process at this time the contact should be closed.

In summary, there are two potential outcomes to this first contact with the counselee:

1. The counselee does not want to file an EEO pre-complaint.
2. The counselee wants to file an EEO pre-complaint.

2.3.2 What is a closed Contact?

A closed contact occurs when the counselee has an initial discussion with an EEO Intake Specialist from the Territory Office who listens to their employment matter to understand why they feel discrimination has occurred. The EEO Intake Specialist explains the EEO complaint process and obligations under Anti-harassment to the extent the counselee can make a decision on whether they want to file a pre-complaint, and/or pursue through Anti-harassment; and/or decide they do not want to pursue either forum at this time. All information discussed should be captured on the Contact Intake form and uploaded in TCTS, and the contact should be immediately closed once decision has been made.

EEO Intake Specialist/Counselors should secure several contact methods from customer, e.g., e-mail, telephone, mailing address, from the counselee during the initial contact. In addition, counselors should secure information about upcoming leave, furloughs or other extended absences from the office.

2.3.3 What is an EEO Informal Complaint?

An informal EEO complaint occurs when the counselee has an initial discussion with an EEO Intake Specialist who listens to their employment matter to understand why they feel discrimination has occurred. The EEO Intake Specialist explains the EEO complaint process to the extent the counselee ultimately decides they do want to file. The day that the counselee communicated an intent to file is day one of the 30-day counseling period.

a. How does the initial interview and obtaining Counselor Forms affect the start of the counseling period?

Paperwork does not dictate the filing or non-filing of an EEO complaint. The 30-day counseling period begins when the counselee elects to file a pre-complaint. However, there are a number of forms that are an important part of the EEO Counseling process. The EEO Counselor will contact the counselee to conduct the initial interview and obtain the signed Rights and Responsibilities,

Representation/Anonymity Form and Agreement to Extend Counseling/Participation in Mediation.

Note: The Date Counseling First Sought is the date in TCTS.

After attempting to reach the counselee, if he/she is non-responsive after 3 attempts the EEO Counselor will send a No Response Letter notifying the Counselee that the case will be processed anonymously. The Counselor will obtain managements articulation to the allegations then issuing the NORTF.

2.3.4 What if the Customer needs additional time to decide?

If, after meeting with the EEO Counselor, the counselee is unable to decide whether they want to enter the process, the counselor should secure the reason they cannot decide. Based on the reason, the counselor needs to determine how much additional time is needed by the counselee. A reasonable amount of time should be allowed (no more than 2 business days.)

Documentation must include the reason the counselee needs more time, the date they will make a decision and how the follow-up will be made to the counselee. The EEO Counselor retains this contact and continues processing it until a decision is reached. The “no contact/unresponsive process” must be used from the date the counselee promised a response and when the EEO Counselor has difficulty contacting them. If the EEO Counselor does not hear from the counselee, they will continue to process the contact using the “no contact/unresponsive procedures” and process the complaint anonymously and issue the NORTF.

2.3.5 Processing Courtesy Cases

If a Counselor is assigned a courtesy case from the other territory, the Counselors Territory Manager will remain case manager. There are occasions in which individuals make contact regarding the EEO process and make that contact to someone in a territory outside of their geographic region. The Counselors should complete the intake form and forward it to [*EEO@IRS.Gov](mailto:EEO@IRS.Gov).

SECTION 3 | INITIAL INTERVIEW

3.1 General Overview

Before the initial interview, the counselor should advise the counselee of his/her right to be accompanied, advised, and/or represented by a representative at any stage in the complaint process, including the counseling stage. In addition, the counselor should perform the following:

- Begin the initial interview with the counselee by explaining the role of the counselor and then by giving the counselee an opportunity to explain his/her concerns.
- Advise the counselee that she/he has the right to remain anonymous during counseling.

- Find out if the counselee tried to resolve the issue or brought the problem to the agency's attention before seeking counseling and if so, with whom, when, what was discussed and how.
- Ask the counselee whether she/he is willing to meet with agency officials through either a facilitated interview or Alternative Dispute Resolution (ADR).
- Provide the counselee with an overview of informal counseling and the discrimination complaint process under Part 1614, including the required Notice of Rights and Responsibilities, time frames, and answer any questions she/he may have about counseling and the complaint process.
- Collect as much specific information as possible concerning the counselee's reasons for believing discrimination has occurred, the nexus, dates and comparator employees, if applicable. Ask the counselee what they are seeking to resolve the issue.
- If the Counselee stated Reasonable Accommodations (RA) as an issue, the Counselor should refer this information to Disability Services Division.
- If Counselee files with the issue of RA and it is denied, the Counselor should refer this information to TM.
- Determine whether special procedures apply, i.e., Significant EEO Case Tracking Report (SECTR), class complaint, executive order, etc... In the absence of facts or circumstances that relate to discriminatory practices or to Title VII bases, offer other alternatives for redress.
- There are occasions when a counselee does not appear to have timely initiated EEO counseling. On such occasions, the counselor should ask the counselee to explain why they waited more than 45 days to make contact. This information should be documented in the ROC.
- If the complaint involves a Non-Selection regarding a vacancy announcement, Counselor sends email to [*HCO.ETS.PATM@IRS.Gov](mailto:HCO.ETS.PATM@IRS.Gov) to request promotion package.

MEMORY JOGGER

Preparation of the Report of Counseling (ROC) is an interactive process. The EEO Counselor should be preparing ROC as the case progresses through the counseling period.

3.2 Neutrality Card (Document 13309 / Catalog Number 59110P)

The EEO Counselor Neutrality Card is an internal tool designed to inform the counselee of the counselor's role as a neutral party. It outlines the duties and responsibilities of the counselor. A copy of the Neutrality Card can be found on the [Office of Equity, Diversity and Inclusion SharePoint site](#). However, this document **should not** be made part of the Counselor report.

3.3 Representation/Anonymity Form

The Representation/Anonymity Form includes the Privacy Act that counsees that the information they provide will be used to help resolve the allegations raised during counseling. A copy of the Representation/Anonymity Form can be found on the [Office of Equity, Diversity and Inclusion SharePoint site](#). This document should be made part of the Report of Counseling.

3.4 Rights and Responsibilities

The Notice of Rights and Responsibilities provides the counselee an extensive list of his/her rights and responsibilities throughout the EEO Counseling process. The counselee signs this document to indicate receipt. A copy of this document can be found on the [Office of Equity, Diversity and Inclusion SharePoint site](#). This document should be made part of the Report of Counseling.

3.5 ADR Information Pamphlet (Revised April 2020)

The ADR Brochure is designed to provide the counselee with information about ADR and the mediation process. A copy of the brochure can be found on the [Office of Equity, Diversity and Inclusion SharePoint site](#), however **should not** be part of the Report of Counseling.

SECTION 4 | TRADITIONAL CASE PROCESSING

4.1 Limited Inquiry vs. Investigation

EEO Counselors should conduct a "limited inquiry" rather than an in-depth EEO investigation. The definitions listed below outline the differences between the two:

Limited Inquiry is defined as the process used to gather (case related) information in an effort to establish an open channel through which employees and management may raise and discuss problems, obtain answers, and on an informal basis, resolve issues concerning equal employment opportunity.

Investigation is defined as the process used to gather the facts to support or disprove a complaint or report of an alleged incident. The investigation seeks to determine or report the truth and all the facts, both favorable and unfavorable, in order that management and EDI practitioners will have all the facts available to them, to render a fair decision concerning equal employment opportunity.

The limited inquiry serves two purposes as related to the EEO complaint process:

- Limited inquiries provide information needed for resolution purposes if the counselee chooses EEO counseling over ADR.

- Information obtained during the limited inquiry helps to determine a jurisdictional question if a formal complaint is filed.

4.2 Special Case Processing

The majority of contacts/pre-complaints are handled according to standard procedures. However, there are certain situations that may need to be handled somewhat differently. Below is a listing of these situations and the proper case handling.

4.2.1 Sensitive Contacts/Pre-Complaints

The following situations will result in a sensitive contact/pre-complaint:

- An Executive is the counselee.
- An Executive directly took the action on the employment matter the counselee feels is discriminatory.
- An EEO Professional in Equity Diversity and Inclusion (EDI) National Headquarter (NHQ) is the counselee.
- An EEO Professional in Business Unit specific EDI Office is the counselee.
- All contacts received from EEO Professionals and/or EDI employee's must be directed through a Territory Manager (TM). The TM will then contact the Associate Director for EEO Operations for case assignment outside of the IRS Agency.

The Sensitive Case Counselor will follow the regular procedures for handling a contact or pre-complaint once case has been assigned.

4.2.2 Class Complaints

A class is defined as a group of employees, former employees, or applicants who are alleged to have been adversely affected by an agency personnel policy or practice which discriminates against the group on the basis of their common race, color, religion, sex, national origin, age, or disability. The regulatory requirements for class complaints provide a structure different from that for individual complaints.

For class complaints, there is a four-stage process. The first stage is the establishment of a class complaint. At this stage, the class agent is required to seek counseling from an agency EEO Counselor. The second stage is a determination from a Commission Administrative Judge, subject to agency final action, as to whether to certify the complaint as a class action. The third stage, assuming that the complaint has been certified as a class action, involves a recommended decision from an Administrative Judge on the merits of the class complaint, subject to final agency action in the form of a final decision. The fourth stage, where there has been a finding of class-based discrimination, is the determination of the claims for relief of the individual class members.

If a contact with a counselee involves a class complaint, it will be assigned to a Class Complaint Counselor.

4.2.3 Reported Allegations of Harassment and Sexual Harassment

All allegations of Harassment and Sexual Harassment should be referred to Anti-Harassment Team mailbox *EDI AHP Mailbox edi.ahp.mailbox@irs.gov and Prevention of Sexual Harassment Coordinator.

4.2.4 Significant EEO Case Tracking (SECTR)

The SECTR process is designed to ensure that significant EEO cases are reported to executive leadership in a timely manner, to provide control over the resolution process of significant EEO cases by conducting early monitoring, and to create a centralized repository of information about significant EEO cases, e.g., trends, bases and issues.

The various categories that falls under SECTR are:

- Class Actions
- Cases which rely on recent court precedents of significant importance
- Cases which generate a high level of interest or publicity
- Cases that challenge existing affirmative employment policies
- Cases involving allegations of sexual harassment against a manager at the GS-15 level or above
- Cases involving a Senior Executive Service (SES) employee as a party involved in the allegation, including as a counselee, complainant or the responsible management official
- Cases where there are ongoing negotiations involving a proposed settlement agreement of \$75,000 or more

If a contact with a counselee involves a SECTR-related issue/individual, the EEO Counselors should:

- Ensure that the case does not fall into another special handling procedure, such as a sensitive pre-complaint. If it does, please follow those procedures.
- If the case does not fall under another procedure, it should be worked as normal with the TM being kept abreast of actions.
- Enter the term "SECTR" into the Subject Field in TCTS.

4.2.5 Executive Orders

4.2.5.1 Processing Cases with Allegations Protected by Executive Order

If a pre-complaint involves a basis or bases covered by Executive Order rather than Title VII, i.e. parental status, follow the procedures below:

Advise the counselee of the relevant distinctions between complaints based on bases covered by Executive Order and those processed under 29 CFR Part 1614, including that under these procedures, in contrast to part 1614, an individual is not entitled to a hearing or appeal and remedies are limited.

Inform the counselee about other possible avenues of redress, such as:

- filing a grievance under the negotiated grievance procedure in an applicable collective bargaining agreement, if any;
- filing a complaint with the Office of Special Counsel;
- Appealing to the Merit Systems Protection board (MSPB) if the action complained of is otherwise appealable to the MSPB;
- Filing an administrative grievance; or
- Filing a complaint under the Department's modified EEO process.

In order to promote efficiency and avoid multiple investigations of the same claims, if the counselee elects to use one or more of the alternative avenues outlined above, the modified process will not be available.

4.2.6 Parental Status

Although discrimination based on an individual's status as a parent is not a protected basis under Title VII, there are other protections against discrimination based on an individual's status as a parent, including Executive Order 13152, which is an amendment to Executive Order 11478, Equal Employment Opportunity in Federal Government. Executive Order 13152 prohibits discrimination based on an individual's status as a parent.

Executive Order 13152 states that "status as a parent" refers to the status of an individual who, with respect to an individual who is under the age of 18 or who is 18 or older but is incapable of self-care because of a physical or mental disability, is a biological parent, an adoptive parent, a foster parent, a stepparent, a custodian of a legal ward, in loco parentis over such individual, or actively seeking legal custody or adoption of such an individual.

4.2.7 Lesbian, Gay, Bisexual and Transgender (LGBT)

June 15, 2020, The Supreme Court ruled Title VII of the Civil Rights Act of 1964 protects gay, lesbian, sexual orientation and transgender employees from discrimination based on sex.

4.2.8 Genetic Information

The Genetic Information and Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting, requiring, or purchasing genetic information of employees or their family members, except as specifically allowed by this law. GINA has specific exceptions for requests under the Family and Medical Leave Act and the Rehabilitation Act.

“Genetic information”, as defined by GINA, includes information concerning the manifestation of disease/disorder in family members (“family medical history”), information about an individual’s or family member’s genetic tests, the fact that an individual or an individual’s family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual’s family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

4.2.9 Pregnancy Discrimination

In 1978 Congress amended Title VII of the Civil Rights Act of 1964 to enact the Pregnancy Discrimination Act (PDA). This act was passed to reverse the Supreme Court's decision in *General Electric Company v. Gilbert* (1976), in which the Supreme Court held that Title VII's prohibition against "sex" discrimination did not include a ban on pregnancy-based discrimination. Title VII generally banned sex discrimination in employment. By amending Title VII, Congress extended that prohibition to include pregnancy-based discrimination.

If a contact with a counselee involves pregnancy discrimination:

- Process the pre-complaint in the same manner as a pre-complaint involving gender discrimination.

4.2.10 Nursing Mothers Program

Nursing mothers have the right to express milk in the workplace under a provision of the Fair Labor Standards Act enforced by the U.S. Department of Labor’s Wage and Hour Division. The Memorandum of Understanding between NTEU and IRS regarding the Nursing Mothers Program can be found on IRS Source.

4.2.11 IRS Gender Identity Guidance

The Service’s policy reaffirms its commitment to fair treatment of, and equal opportunity for, all people. A policy prohibiting discrimination based on gender identity helps create the reasonable expectation of a safe environment in which all employees and applicants for employment are evaluated by their merits, rather than others’ perceptions of, or level of comfort with, their gender identity or gender expression.

Courts have held that Title VII of the Civil Rights Act precludes discrimination based on gender identity as a type of sex discrimination. Executive Orders also provide similar protections. Repeatedly and intentionally referring to an individual using the wrong name, pronoun or gender can be considered sex discrimination. Courts have also held that denying access to a restroom consistent with one’s gender identity can be considered sex

discrimination. The IRS Gender Identity Guidance discusses these matters in further detail, as well as other workplace-related topics. The guidance also includes resources to assist when an employee undergoes a gender transition in the workplace.

Studies have shown that transgender people face disproportionate amounts of discrimination in all areas of life, especially in employment. A study of 6,450 transgender people, published in 2011, indicated that 90% reported experiencing mistreatment, harassment, or discrimination on the job, including invasion of privacy, verbal abuse, and physical or sexual assault. These statistics underscore the importance of the Service creating a safe environment for all employees.

Gender identity and gender conformity are inherently personal matters. The IRS recognizes that each individual is different and has unique needs, which all fellow employees and supervisors should respect.

You can learn more regarding [Gender Identity Guidance and Workplace Transition Plan](#) by clicking on this link. Additionally, this link may also be shared with management officials when counseling cases alleging issues based on gender identity.

The Office of Equity, Diversity and Inclusion has additional resources to learn about gender identity-related workplace topics on their website, <http://edi.web.irs.gov>. You can also contact them for assistance or with questions via e-mail at edi@irs.gov.

4.2.12 Executive Order 13839 Merit System Principles

Executive Order Promoting Accountability and Streamlining Removal Procedures Consistent with Merit System Principles is a presidential executive order issued in May 25, 2018 that aims to streamline the discipline and dismissal processes for poor performing federal employees. The executive actions seek to advance “the ability of supervisors in agencies to promote civil servant accountability consistent with merit system principles while simultaneously recognizing employees’ procedural rights and protections according to the order.

4.2.13 Article 8

If a resolution is reached, and the TM and Counselor determine the terms impact the working conditions of a bargaining unit employee, the Counselor must complete and submit the Article 8 record and copy of the resolution agreement to TM and EDI Compliance Manager within 2 days of resolution agreement. Article 8 only applies to working conditions that impact bargaining unit employees.

Terms that impact bargaining unit working conditions are those that may conflict with negotiated agreements between the IRS and NTEU or other non-discretionary requirements (including established past practice) such as:

- Grants or promises of relief regarding priority consideration
- Promotions
- Realignment / Reassignment

- Details greater than 90 days in length
- Transfers
- Training and/or
- Changes in working hours or permanent Post of Duty locations

The following conditions do not impact bargaining unit employees:

- Grants or promises that provide a form of relief that is purely personal to one or more individual complainants - and which have no meaningful impact on the bargaining unit (such as payments of cash)
- Performance awards of \$500 or less
- Performance awards in excess of \$500 that are not funded from the NPAA program
- Special Act awards
- Quality Step Increases
- Changes made to performance appraisals
- Restoration of leave
- Correction of a personnel record and reversing disciplinary action do not impact bargaining unit working conditions

SECTION 5 | ALTERNATIVE DISPUTE RESOLUTION (ADR)

5.1 ADR Elections

Any applicant or current or former employee who contacts an EEO Counselor for purposes of initiating a pre-complaint may elect to participate in the mediation process (except for allegations involving criminal activity and managerial actions taken as a result of a 1203 violation. TCTS event code 2.1.2 ADR -Did Not Meet Criteria.)

When ADR is elected, EEO Counselors must perform several important tasks in all cases, to include:

- Advising the counselee about the EEO complaint process under 29 CFR Part 1614, including ADR.
- Determining the claim(s) and basis(es).
- Conducting an initial interview with the counselee for the purpose of determining the timeliness of the counselee's contact and obtaining information relating to this issue.
- Preparing the parties (counselee, representative, management, and mediator) for mediation.
- Advising the counselee of his/her right to file a formal discrimination complaint if attempts to resolve the dispute through EEO counseling or ADR fails.

- Preparing a Report of Counseling which sufficiently documents the Counselee's allegations and basis(es) and Managements response for each allegation.
- Refer to Icomplaints Events Guide for specific coding actions taken during the complaint process.

Below are additional considerations a counselor should keep in mind when a counselee elects ADR.

5.2 Requesting a Mediator

After the parties have completed the ADR Election process, the EEO Counselor has ten (10) business days from the completion of the ADR Election to request a mediator. This is accomplished by completing the ADR Mediator Request form.

After the form is completed, the EEO Counselor should forward form to the Team Lead.

5.3 Mediation-Related TCTS Events and Tools

A. ADR Rejected Event

Counselors must enter the standardized reasons for ADR rejection in TCTS, event 2.5 "Rejected by Complainant" comment box. For a listing of the standardized reasons, see the TCTS Events Guide.

B. Mediation Conducted Event

Mediation participants are surveyed after case closure to determine their level of satisfaction with the process and the service that was provided. In order to determine the correct counsees to survey, counselors must enter the names, roles and e-mail addresses of mediation participants in TCTS event 2.12.2 "Mediation Conducted" event comment box.

C. Mediation Cost Calculator

The cost of mediation must be entered into TCTS before an ADR case can be closed. In order to assist counselors in computing this cost, an Excel-based tool has been developed and uploaded to SharePoint. This tool allows counselors to estimate the cost of mediation by entering the grades and localities of the mediation participants. See the screenshot below. The calculator can be found on the [Office of Equity, Diversity and Inclusion SharePoint site](#).

EDI OPERATIONS MEDIATION COST CALCULATOR¹
 Note: Hourly salaries are estimates based on averages.

Cincinnati-Middletown-Wilmington, OH-KY-IN

	Participants	Pay Plan	Grade	Hours	Minutes	Cost
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
	TOTAL					\$0.00

v. 060914

5.4 Delegation of Authority to Resolve Dispute

The agencies official with settlement authority should not be the Responsible Management Official (RMO) or Agency Official directly involved in the case. This is not a general prohibition on those officials from being present at appropriate settlement discussion and participating only that they are not the officials with settlement authority.

SECTION 6 | TERRITORY CLOSE-OUTS AND REVIEWS

Both EEO Counselors and TMs should ensure quality case processing. Early case discussions between counselors and TMs are held to ensure quality case processing. Options for early resolution should be discussed and offered to parties. If resolution is not reached, TM’s will conduct open case reviews of all counselor’s reports and related case files ensuring quality and thorough written product.

TMs will use the EEO Counselor Contact/ROC Review Feedback to ensure high-quality and effective cases reviews. The check sheet provides space for comments related to the most crucial factors involved in EEO complaint counseling. Each factor is associated with a Critical Job Element (CJE).

There are numerous stakeholders who have a vested interest in the timely and accurate input of information into the TCTS system. As a result, EEO pre-complaints in TCTS are subject to feedback from numerous sources. Below is a listing of some of the TCTS stakeholders who may periodically conduct reviews of TCTS data, including uploaded documents.

Treasury Office of Civil Rights Division (OCRD)

OCRD reviews cases to determine acceptance or dismissal of some or all allegations raised. OCRD also processes formal investigations, which means that OCRD’s role in reviewing pre-complaints in TCTS has increased. Completeness and accuracy of information included in the report of counseling are critical to ensure that OCRD has all the information needed to process cases if the counselee files a formal complaint. Furthermore, the EEO Counselor must ensure that s/he has timely completed and uploaded the report of counseling into TCTS so

that it can be accessed by OCRD, as they are required to comply with EEOC guidelines for processing EEO complaints. (See section 1.3 regarding required forms for OCRD.)

Note: Contact with OCRD should be coordinated with the TM.

Compliance Group

Processing Resolution Agreements

Counselors will ensure fully executed and signed resolution agreements and Compliance memos are provided to appropriate management officials within 2 business days of final signature, copying their TM's, EDI Compliance Manager and *EDI EEO Settlements Agreements edi.eeo.settle.agre@IRS.Gov. A copy of the memo can be found on the [Office of Equity, Diversity and Inclusion SharePoint site](#).

Compliance Group supports the informal complaint processing function through the management of a variety of compliance monitoring and review activities. This office conducts reviews and analyses of complaints of discrimination that resulted in either a settlement agreement or adverse decision. Key program activities include:

Reviewing and analyzing all referred EEO settlement agreements and findings of discrimination;

- Conducting fact findings as necessary and making preliminary determinations concerning evidence of intentional discriminatory treatment of an employee, which might warrant removal or other disciplinary action in accordance with the IRS Restructuring and Reform Act of 1998 §1203(b)(3)(B);
- Making referrals to the Employee Conduct and Compliance Office, Executive Misconduct Unit, or Treasury Inspector General for Tax Administration where warranted; and coordinating the collection and reporting of information concerning corrective actions taken by the Service to oversight organizations.

EDI Analytics Section

This is a centralized function responsible for developing all roll-up reports and supporting the strategic priorities of IRS and EDI by providing research, analytical and statistical services including customer satisfaction survey results.

SECTION 7 | CASE CLOSURES

7.1 Final Interview

If the counselee's issues are not resolved informally within the 30-day period, the counselor conducts the final interview and issues the counselee a Notice of Right to File a Formal Complaint (NORTF) no later than the end of the 30-day period (or up to the 90-day period, if extended or ADR elected).

The new electronic NORTF letter is a fillable, 508 compliant PDF document that the counselor will complete, sign electronically, and upload into TCTS. The counselor should e-mail the NORTF, with *Delivery Notification* and *Read Receipt Requested* activated, to the Counselee's official work or personal e-mail address with a subject line of "URGENT: NOTICE OF RIGHT TO FILE ATTACHED." The e-mail must contain a statement asking the Counselee and/or Representative to reply to the e-mail to acknowledge receipt. A reply by the Counselee/Representative will assist OCRD Specialists to determine timeliness when a read receipt is not received.

For those instances where emailing the NORTF is not an option, the counselor should complete and sign the form electronically, then print and mail it by certified mail. The Counselor should ensure that the green card tracking number is noted in TCTS and that a copy of the green card, when received, is uploaded into TCTS. Alternatively, if the counselor conducts an in-person interview, the counselor should obtain the counselee's signature on the NORTF, scan it and upload it into TCTS.

If the matter is resolved informally, the counselor must submit the draft resolution agreement to the TM for review and TM's e-signature before it is signed by the parties.

7.2 Customer Satisfaction Surveys

Generally, counselees who participate in the EEO counseling process, i.e., traditional counseling and ADR, will receive an electronic survey that requests feedback regarding the process and the service provided. During the final interview, counselors should explain the survey process and request that counselees respond to the surveys when they are issued and ensure contact tab in TCTS has been updated. (Currently being revised.)

7.3 Close-Out Memo to Responsible Management Official (RMO)

Counselors will provide RMOs with a close-out letter that provides basic information about the pre-complaint and the next steps in the process. A copy of the letter can be found on the [Office of Equity, Diversity and Inclusion SharePoint site](#).

MEMORY JOGGER

All final documentation and the Report of Counseling should be completed and submitted to the Territory Manager for review within two business days from the date of closure.

SECTION 8 | CASE FILE, DOCUMENT RETENTION AND POST CLOSURE

8.1 Case File – The Counselor's Report

ROC Font should be Arial and pitch size 11.

8.1.1 Time Limits

The counselor must have uploaded all ROC's into TCTS **within two business days** after the Notice of Right to File has been issued. All supporting documents must be uploaded into TCTS prior to submitting ROC for review to TM.

8.1.2 Contents

In an effort to utilize TCTS in a more effective and efficient manner, enhanced procedures have been put in place for uploading the ROC. This should benefit OCRD personnel and others requiring access to these records.

Documents collected at the informal stage will be uploaded into TCTS. The Intake Form, the ROC and the Green Card or read receipt, if NORTF issued electronically. All are separate uploads and named accordingly (as shown below). The following documents should be uploaded for every complaint.

- 1. Contact/Intake Form**
- 2. Counselors Forms**
 - The Representation/Anonymity Form
 - The Notice of Rights and Responsibilities
 - Agreement to Extend Counseling/Participate in Mediation
- 3. Counselee's Misc. Documents - Documents provided by Counselee.**
- 4. Management Misc. Documents – Documents provided by the manager.**
- 5. Other Misc. Documents - (LR, RAC, HCO, etc. This list is not conclusive.)**
- 6. Confirmation of Mail – No response email, certified mail, read receipt, etc.**
- 7. Confirmation of Mediation**
- 8. Resolution Agreement/Notice of Right to File/Withdrawal Statement**
- 9. Closure Memo to Management**
- 10. Report of Counseling**

8.2 Litigation Hold

When General Legal Services (GLS) request the Counselor maintain all records in their possession, the Counselor must respond within 7 days. Communication with GLS should go directly through TM, the Counselor needs to have a conversation with TM prior to contacting GLS.

8.3 File Storage and Retention

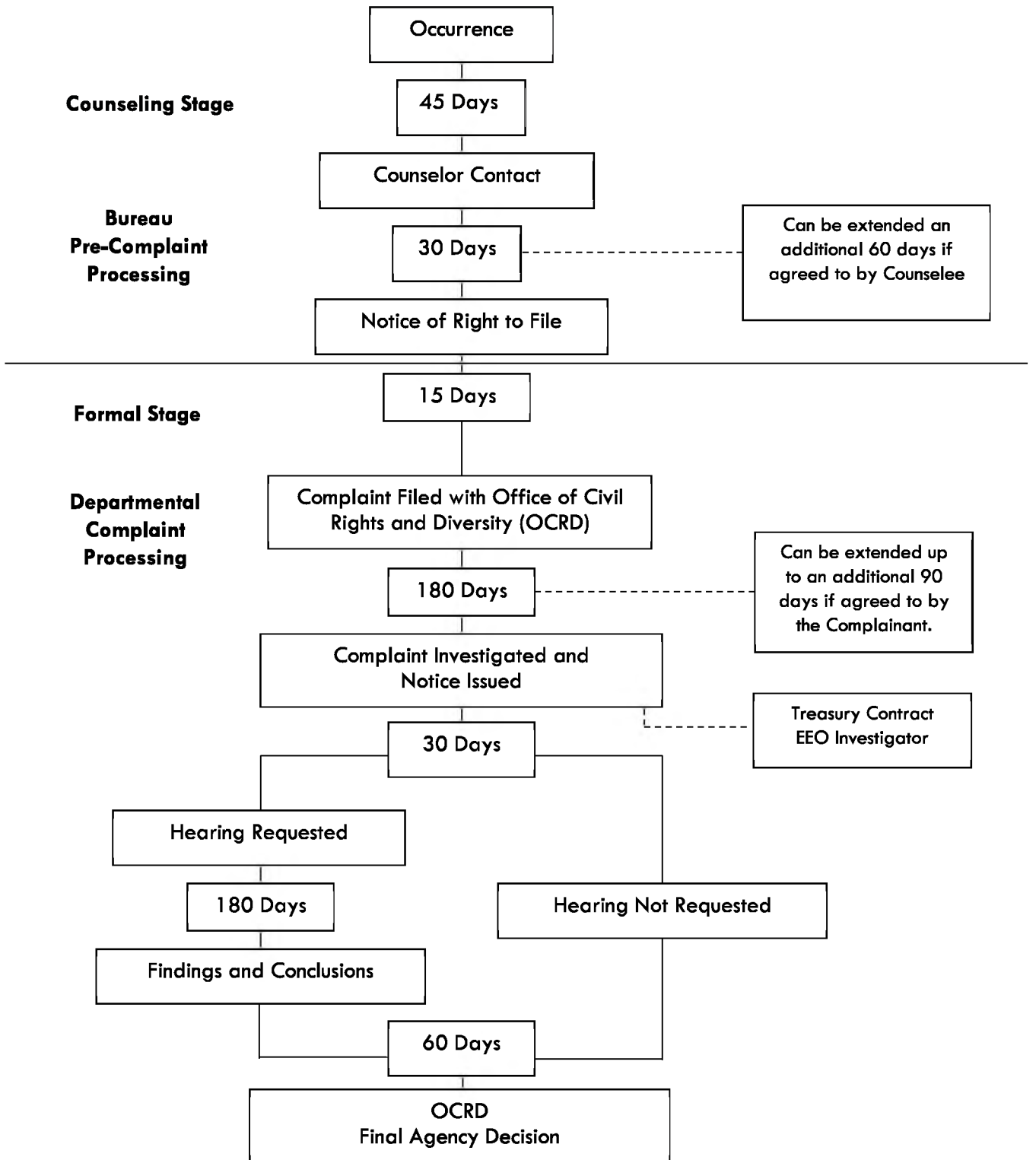
See MD 110 6-23 Disposition of Complaint files.

STANDARD OPERATING PROCEDURES



EEO STANDARD OPERATING PROCEDURES
Exhibits

EEO COMPLAINT PROCESS FLOWCHART



Complainant has 30 days to file appeal with EEOC from agency decision dismissing complaint or deciding complaint on merits.

Complainant can file civil action within 90 days of agency decision or EEOC decision on appeal, or within 180 calendar days after filing complaint or appeal.

Exhibit 2

GLOSSARY OF TERMS

ABANDONMENT OF POSITION – When an employee quits work without resigning.

ABSENT WITHOUT LEAVE (AWOL) – Absent without prior approval, therefore without pay, that may be subject to disciplinary action. See also, Leave Without Pay, which is an approved absence.

ACCESSIBILITY – The freedom of a physically or mentally impaired individual to approach, enter, and use or participate in an organization's programs, benefits, services, activities and employment opportunities.

ADMINISTRATIVE JUDGE – An official assigned by the Equal Employment Opportunity Commission (EEOC) to conduct hearings on formal complaints of discrimination and to otherwise process individual and class complaints for the EEOC. (See 29 CFR 1614.109 and 1614.204 et seq.)

ADMINISTRATIVE WORKWEEK – A period of seven consecutive calendar days designed in advance by the head of the agency. Usually an administrative workweek coincides with a calendar week.

ADMONISHMENT – Informal reprove of an employee by supervisor; usually oral, but some agencies require written notice.

ADVERSE ACTION – A removal, suspension, furlough without pay for 30 days or less, or reduction-in-grade or pay. An adverse action may be taken against an employee for disciplinary or non-disciplinary reasons. However, if the employee is covered by FPM Part 752, the action must be in accordance with those procedures. Removals or reductions-in-grade based solely on unacceptable performance are covered by Part 432. Actions taken for reductions-in-force reasons are covered by Part 351.

ADVERSE IMPACT – Occurs when employment decisions such as hiring, promotion, and termination work to the disadvantage of members of protected groups. Adverse impact focuses on the consequences of employment practices, and as such, an aggrieved party needs only to establish that an employment practice has the effect of excluding a significant proportion of women or members of minority

AFFIRMATIVE ACTION – A policy followed by the Federal civil service that requires agencies to take positive steps to insure equal opportunity in employment, development, advancement, and treatment of all employees and applicants for employment regardless of race, color, sex, religion, national origin, or physical or mental handicap. Affirmative action also requires that specific actions be directed at the special problem and unique concerns in assuring equal employment opportunity for minorities, women and other disadvantaged groups. Affirmative employment is for members of groups who have suffered from past discrimination and are still underrepresented in our workforce.

AFFIRMATIVE ACTION PLAN – A written document conforming to certain government regulations in which an employer conducts an analysis of its workforce and ascertains whether, and the extent to which, members of protected groups are underutilized in specific job groups. In those areas where problems are identified the employer must set goals and timetables to eliminate the underutilization.

AFFIRMATIVE ACTION PROGRAM – A generic name referring to the entire organizational affirmative action effort, of which the written Affirmative Action Plan is one part.

AGE DISCRIMINATION – A claim of discrimination based on age by an individual who is at least 40 years of age at the time of the alleged discriminatory act.

ALLEGATION OF REPRISAL – A claim of restraint, interference, coercion, discrimination, or retaliation in connection with presenting or processing a complaint or because of any opposition to an employment practice made unlawful under the employment discrimination statutes. Reprisal claims can be brought by complainants, their representatives, witnesses, and personnel involved in the complaint process. (See 29 CFR 1614.101 and 1614.103.)

ALTERNATIVE DISPUTE RESOLUTION – A process by which a claim is resolved or settled by means other than informal inquiry or investigation. The individual bureaus may have instituted alternative methods of resolving disputes, which are available during the counseling stage. Any such program must be approved in advance by the Office of Civil Rights and Diversity. When ADR program is in place, counseling may be extended for 90 days.

APPEAL – A request by an employee for review of an agency action by an outside agency. The right to such review is provided by law or regulation and may include an adversary-type hearing and a written decision in which a finding of facts is made, and applicable law, Executive Order and regulations are applied.

APPOINTMENT, NONCOMPETITIVE – Employment without competing with others, in the sense that it is done without regard to civil service registers, etc. Including reinstatements, transfers, resignations, demotions, and promotions.

BARGAINING UNIT – An appropriate grouping of employees represented on an exclusive basis by a labor organization.

BASIS – The foundation on which one alleges discrimination. Under Title VII, the bases are Race, Color, Sex, National Origin, and Religion. Other bases that are investigated are Disability, Age, Genetic Information, and Sexual.

BONA FIDE OCCUPATIONAL QUALIFICATION (BFOQ) - A job requirement which permits an employer to discriminate on the basis of sex, age, or religion. Examples include the requirement that a performer playing the part of a woman be a woman, or that a clergyman seeking to pastor a particular religious organization be a member of that particular religion. The concept of BFOQ is interpreted very narrowly by the courts.

BUMPING – During reduction-in-force, the displacement of one employee by another employee in a higher group or subgroup.

BUSINESS NECESSITY – If an organization's employment practices adversely affect members of a protected group, the organization must be able to demonstrate that the challenged practice(s) are essential to its operation and that no alternative nondiscriminatory practice exists (in respect to Class complaints).

BREACH – The specific terms of settlements are embodied in a settlement agreement that specifies the terms and conditions of the parties' agreement. A breach of settlement occurs when the Agency fails to abide by the stipulations of the settlement agreement.

BREAK IN SERVICE – The time between separation and reemployment that may cause a loss of rights or privileges.

CAREER – Tenure of a permanent employee in the competitive service who has completed three years of substantially continuous creditable Federal service.

CAREER CONDITIONAL – Tenure of a permanent employee in the competitive service who has not completed three years of substantially continuous creditable Federal service.

CERTIFICATE – A list of eligibles ranked, according to regulations, for appointment or promotion consideration.

CERTIFICATION – The process by which eligibles are ranked, according to regulations, for appointment or promotion consideration.

CERTIFICATION, SELECTIVE – Certifying only the names of eligibles who have special qualifications required to fill particular vacant positions.

CHANGE TO LOWER GRADE – Downgrading a position or reducing an employee's grade

CLASS – A group of employees, former employees, or applicants for federal employment, who allege that they have been or are being adversely affected by an agency personnel management policy or practice. The policy or practice must allegedly discriminate against a group based on their common race, color, religion, sex, national origin, age, or physical or mental disability. (See 29 CFR 1614.204(a).)

CLASS COMPLAINT – A written discrimination complaint filed on behalf of a class, by the agent of the class, alleging that an agency personnel policy or practice discriminates against the class. The complaint must fulfill all of the following elements:

- The class is so numerous that a consolidated complaint of the class is impractical.
- There are questions of fact that are common to the class.
- The agent's individual claim is typical of the claim of the class.

- The agent of the class, and his or her representative, if any, will fairly and adequately protect the interests of the class (See 29 CFR 1614.204(2) (iv).)

CLASS OF POSITIONS – All positions sufficiently similar in: (1) kind or subject matter of work; (2) level of difficulty and responsibility; and (3) qualification requirements, to warrant similar treatment in personnel and pay administration.

COMPARATIVE DATA – An analysis or summary that compares the counselor to similarly situated employees.

COMPLAINANT – A federal employee, a former federal employee, or an applicant for federal employment who files a formal complaint of discrimination based on his or her race, color, religion, sex, national origin, age, physical or mental disability, sexual orientation, parental status, protected genetic information, and/or reprisal.

COUNSELEE – Person(s) who files an informal complaint of discrimination who believe they have been discriminated on the bases covered under title VII (against on the basis of race, color, religion, sex, national origin, age, disability, protected genetic information or reprisal).

DETAIL – A temporary assignment of an employee to different duties or to a different position for a specified time, with the employee returning to his/her regular duties at the end of the detail.

DISABLED INDIVIDUAL – Any person who (1) has a physical or mental impairment that substantially limits one or more of his or her major life activities, (2) has a record of such impairment, or (3) is regarded as having such an impairment. An impairment is considered "substantially limiting" if it is likely to cause difficulty in securing, retaining, or advancing in employment.

DISCIPLINARY ACTION – Action taken to correct the conduct of an employee; may range from an admonishment through reprimand, suspension, reduction in grade or pay, to removal from service.

DISCRIMINATION – Any act or failure to act, impermissibly based in whole or in part on a person's race, color, religion, sex, national origin, age, physical or mental disability, sexual orientation, parental status, protected genetic information and/or reprisal that adversely affects privileges, benefits, working conditions, results in disparate treatment, or has a disparate impact on employees or applicants.

DISPARATE IMPACT – Refers to policies, practices, rules, or other systems that appear to be neutral, but result in a disproportionate **impact** on protected groups. Disparate treatment is intentional.

DISPARATE TREATMENT – Discrimination by which an employer (supervisor) treats certain people differently because they are members of a minority group. Comparative evidence, statistical evidence, and direct evidence of motive may be used to prove disparate treatment.

EEO COUNSELOR – An agency employee working under the direction of the EEO officer who makes informal inquiries and seeks resolution of informal complaints. The counselor utilizes

knowledge of the EEO laws in an informal inquiry process obtaining information used in an attempt to resolve issues between parties. Counselors can interview witnesses and negotiate resolution attempts. Counselors do not take affidavits. They do not make decisions of whether or not a person has a complaint or whether discrimination occurred or not.

EEO MANAGER/OFFICER – The individual designated by the agency to manage the day-to-day operation of an agency’s EEO program. This includes supervising and training of counselors and advising the appropriate agency official on the handling of complaints.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) – Federal policy to provide equal employment opportunity for all; to prohibit discrimination on the grounds of race, color, religion, sex, national origin, age, physical or mental handicap, protected genetic information, and reprisal; and to promote the full realization of employee’s potential through a continuing affirmative action program in each executive department and agency.

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) – The federal agency responsible for enforcing laws which prohibit discrimination based on race, color, religion, sex, national origin, age (40 and over), physical or mental disability (federal sector only), protected genetic information, and reprisal. An EEOC Administrative Judge conducts hearings and makes findings and recommendations. The EEOC’s Office of Federal Operations makes final decisions on discrimination complaints that have been appealed. It also reviews, upon request, decisions on negotiated grievances and Merit System Protection Board appeals if they include issues of discrimination.

EQUAL PAY ACT – The Equal Pay Act (EPA) of 1963, 29 U.S.C. Section 206(d), amended the Fair Labor Standards Act, 29 U.S.C. Section 201, et seq., to prohibit discrimination on account of sex in the payment of wages. Unlike the previous regulations governing the processing of federal sector complaints (29 CFR Part 1613), complaints filed under the EPA are processed under Title 29 CFR Part 1614 in the same manner as Title VII complaints. However, aggrieved persons may, in lieu of filing an administrative complaint, go directly to U. S. District Court on an EPA claim.

FEDERAL LABOR RELATIONS AUTHORITY (FLRA) – The federal agency responsible for deciding appeals of arbitration awards filed by a union or agency regarding grievances filed under the negotiated grievance procedures.

FINAL AGENCY DECISION (FAD) – The decision, with or without a hearing, of an agency on a complaint of employment discrimination. (See 29 CFR Sections 1614.110 and 1614.204). Final agency decisions in Treasury are issued by the Director, Office of Civil Rights and Diversity (OCD).

FORMAL EEO PROCESS – A written complaint (ordinarily on an agency complaint form) filed under CFR Part 1614, alleging that a specific act of discrimination or reprisal has taken place that is personal to the individual. (See CFR 1614.106).

GRIEVANCE, (NEGOTIATED PROCEDURES) – Any complaint or expressed dissatisfaction by an employee against an action by management in connection with his/her job, pay, or other aspects of employment. Whether such complaint or expressed dissatisfaction is formally recognized and

handled as a “grievance” under a negotiated procedure depends on the scope of that procedure.

GRIEVANCE (UNDER AGENCY ADMINISTRATIVE PROCEDURE) – A request by an employee or by a group of employees acting as individuals, for personal relief in a matter of concern or dissatisfaction to the employee, subject to the control of agency management.

GRIEVANCE PROCEDURE – A procedure, either administrative or negotiated, by which employees may seek redress of any matter subject to the control of agency management.

HEARING – The opportunity for contending parties under a grievance, complaint, or other remedial process, to introduce testimony and evidence and to confront and examine or cross examine witnesses.

INDIVIDUAL WITH DISABILITY – A person who:

- Has a physical or mental impairment which substantially limits one or more major life activities.
- Has a record of such an impairment
- Is regarded as having such an impairment.

INFORMAL COMPLAINT – A matter of alleged discrimination, which a Counselee brings to the attention of an EEO Counselor prior to a formal discrimination complaint being filed. Contact with the EEO Counselor may be verbal or in writing. (See 29 CFR 1614.105.)

INVESTIGATIVE FILE – The file (formally the Report of Investigation ROI) prepared by an investigator after a formal discrimination complaint is filed and accepted for processing. (See 29 CFR 1614.108 (f).)

JOB DESCRIPTION – A written statement detailing the major duties and responsibilities associated with a particular position title.

JOB QUALIFICATIONS – The educational background, prior work experiences, necessary skills and abilities, and any other requirements an applicant must possess in order to receive employment or promotion consideration for a particular position.

JOB RELATEDNESS – The extent to which the criteria utilized by an employer (supervisor) to determine promotions, salary increases, training opportunities, transfers, terminations, etc. is directly related to on the job performance.

LEAVE WITHOUT PAY (LWOP) – A temporary non-pay status and absence from duty, granted at an employee’s request. The permissive nature of “leave without pay” distinguishing it from “absence without leave”.

MERIT SYSTEM PROTECTION BOARD (MSPB) – The federal agency responsible for deciding appealable personnel actions and mixed case complaints.

MIXED CASE COMPLAINT – A complaint involving an action appealable to MSPB, which alleges that the action was taken because of discrimination. Actions appealable to the MSPB include but are not limited to removals, demotions, suspensions for more than 14 days, reduction-in-force, and furloughs for less than 30 days. (See 29 CFR 1614.302.)

NEGOTIATED GRIEVANCE PROCEDURE – A grievance procedure contained in a collective bargaining agreement negotiated between an agency and a recognized labor organization. Title 5 of the U.S. Code provides for the processing of allegations of discrimination under a negotiated grievance procedure. Unless specifically excluded by agreement between labor and management, an employee may file an allegation of discrimination under a negotiated grievance procedure or under 29 CFR, Part 1614, but not both. (See 29 CFR 1614.301.)

NEGOTIATED SETTLEMENT AGREEMENT – A written settlement agreement knowingly and voluntarily signed by the complainant or agent and the agency during the pre-complaint or formal complaint process which resolves a counseling matter or discrimination complaint. The terms of the agreement are binding on both parties. (See 29 CFR 1614.504.)

NEGOTIATIONS – The bargaining process used to reach a settlement between labor and management over conditions of employment.

NOTICE OF INTENT TO FILE A CIVIL ACTION – Under Section 15(d) of the Age Discrimination in Employment Act (ADEA), 29 CFR, Section 633a, an aggrieved age discrimination claimant may bypass the administrative complaint process in Title 29 CFR, Part 1614, and file a civil action directly in an appropriate federal district court. When a federal age discrimination claimant has not filed an administrative age discrimination complaint, and has provided the EEOC with not less than thirty (30) days notice of intent to sue, filed within one hundred eighty (180) days after the alleged unlawful practice occurred, the claimant may file a civil action any time thereafter within the applicable limitations period. Complainants need not notify the EEOC when filing civil actions under the Civil Rights Act of 1964, as amended, or under the Rehabilitation Act. (See Chapter 3, EEO MD 110.)

OFFICIAL TIME – Time officially authorized by agency management, for an agency employee, and his/her representative to prepare a complaint. (See CFR 29 1416.605(b).) Generally given in increments of hours, not days. An employee of an agency shall have a reasonable amount of official time, if otherwise on duty, to prepare an EEO complaint and to respond to agency and EEOC requests for information. If the employee has designated another agency employee as a representative, that employee shall have a reasonable amount of official time, if otherwise on duty, to prepare the complaint and respond to agency and EEOC requests for information. (See CFR 29 1416.605(b).)

PERFORMANCE APPRAISAL – The comparison, under a performance appraisal system, of an employee's actual performance against the performance standards previously established for the position.

PERSONNEL ACTION – The process necessary to appoint, separate, reinstate, or make other changes affecting an employee (e.g., change in position assignment, tenure, etc.).

PERSONNEL OFFICER – The individual who is designated by an agency to administer the personnel program for federal employees.

POST OF DUTY (POD) – An employee’s official worksite. The location where the employee regularly reports and is assigned to work.

PRIMA FACIE – Legally sufficient to establish a fact or a case unless disproved.

PROTECTED CLASS (GROUP) MEMBER – Any individual, who by virtue of his race, sex, color, national origin, religion, age, protected genetic information, or disabling condition, is protected by anti-discrimination laws. Individuals who have engaged in EEO activity or opposed discriminatory practices are also considered to be protected class members.

RACIAL (ETHNIC) MINORITY – A group/subset of a certain race that are in the minority compared to a larger group, the rest of the population, etc. A member of any race who falls into this category may be in a racial or ethnic minority

REASONABLE ACCOMMODATION (RA) – A change or adjustment(s), to a job or work site that makes it possible for an otherwise qualified employee with disabilities to perform the essential functions of a position. This may include, but shall not be limited to: (1) making facilities readily accessible to and usable by disabled persons, and (2) job restructuring, part-time or modified work schedules, acquisition or modification of equipment or devices, appropriate adjustment or modification of examinations, the provision of readers and interpreters, and other similar actions. This term also refers to any adjustments made by an employer to accommodate an employee whose religious beliefs forbid working on certain days and hours.

REMEDIAL ACTION – Full relief provided to an applicant or employee when there has been a finding that such individual has been discriminated against. This may include, but is not limited to, retroactive appointment or promotion, back pay, attorney fees and/or costs, cancellation of an unwarranted personnel action, or expunction from the agency’s records of any reference to, or any record of, an unwarranted disciplinary action that is not a personnel action. (See 29 CFR Section 1614.501 and Appendix A to Part 1613.)

REPRESENTATIVE – A person selected and designated by a Counselee or a Complainant, the class agent, or witness in the matter. The representative may accompany, represent, and advise the Counselee, Complainant, the agent, or the witness at any stage of the process. (See CFR 29 Section 1614.604 (a).)

RETALIATION/REPRISAL – An act or acts which intimidate, coerce, or prevent an individual from filing a complaint of discrimination, or cooperating with a complaint investigation, or which otherwise interferes with an individual's right to file or participate. The term also includes any adverse employment or academic decision, or action taken in response to or as a result of an individual's filing or participating in the investigation of a complaint. (See 29 CFR Sections 1614.101(a), and 1614.103(a).)

RESPONSIBLE MANAGEMENT OFFICIAL (RMO) – A term used to identify a federal official named or identified by a Counselee and/or a complainant as having taken action(s) claimed to be

discriminatory. Complaints are filed against federal agencies as entities and not against individual agency employees or officials. The central purpose of the complaint processing system is to determine when discriminatory conduct occurs and not to provide rights to those who took the actions, which are alleged to be discriminatory. An individual who is named or otherwise identified as being responsible for the action which gives rise to a complaint is a witness whose participation in the complaint is not materially different from that of any other witness.

SEXUAL HARASSMENT – An incident in which a person uses his or her position to control, influence, or affect the career, salary, or job of an employee or prospective employee in exchange for sexual favors. Sexual harassment also includes sexual innuendos; unwanted pressure for dates; inappropriate remarks about another person's clothing, body, or sex life; unnecessary touching, patting or pinching; leering or ogling; and demanding sexual favors accompanied by implied or overt threats concerning one's job and/or terms and conditions of employment. Unwelcome sexual advances- requests for sexual favors and other verbal or physical conduct of a sexual nature- constitute sexual harassment when: Submission to such conduct is made explicitly or implicitly, a term or condition of an individual's employment or education, or submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual, or such conduct has the effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile or offensive working or learning environment.

SYSTEMIC DISCRIMINATION – Employment policies and practices which, though often neutral on their face, serve to differentiate or to perpetuate a differentiation in the treatment of certain applicants or employees because of their race, color, religion, sex, national origin, handicap or veteran's status. Systemic discrimination normally relates to a recurring practice rather than to an isolated act of discrimination and may include failure to remedy the continuing effects of past discrimination. Intent to discriminate may or may not be involved.

SPIN-OFF COMPLAINTS – Complaints alleging prohibited discrimination concerning undue delay or improper processing of pending complaints. (See EEO MD 110, Chapter 4, for guidance concerning allegations of discrimination regarding the processing of pending complaints of discrimination.)

TANGIBLE EMPLOYMENT ACTION (QUID PRO QUO) – A form of sexual harassment in which the submission or rejection of unwelcome sexual advances or requests for sexual favors is used as a basis for employment or academic decisions.

TOUR OF DUTY (TOD) – The hours of a day (a daily tour of duty) and the day of an administrative workweek (weekly tour of duty) scheduled in advance and during which an employee is required to work regularly.

WITHIN-GRADE INCREASE – A salary increase provided in certain Government pay plans based upon time-in-grade and acceptable or satisfactory work performance. Also known as “periodic increase” or “step increase”.

WITNESS – Any person, other than the Complainant, named in the EEO matter. Witnesses include but are not limited to, the Responding Management Official, an Alleged Harasser (in allegations of sexual harassment), co-workers, subject matter experts.

1. Director, Office of Civil Rights and Diversity:	2. (Manager's Name) Ofc Equity, Diversity & Inklus Equal Empl Opportunity (EEO) Territory # (Region)	3. (Counselor's Name) Equity, Diversity & Inklus: Equal Empl Opportunity (EEO) Territory # (Region)	4. Date Counseling First Sought:
Director, Office of Civil Rights and Diversity (OCD) Department of Treasury 1500 Pennsylvania Ave. NW Washington, DC 20220 Fax: 202-622-0367	(Manager's Name) EEO & Diversity Manager Territory # (Region) (Office Address) Work: e-Fax:	(Counselor's Name) EEO Specialist/Counselor (Office Address) Work: e-Fax:	5. Date of First Interview:
6. Employee or Applicant: Name, Business or Home Address. Employee: Official Job Title, Series and Grade.		8. Matter Causing Complaint or Issue: <i>Mark (X) where applicable.</i>	
Office: (Counselor's Name) (Job Title) (Grade/Series) (Work Street Address) (City, State Zip Code) Work: E-mail:	Residence: (Counselor's Name) (Street Address) (City, State Zip Code) Home/Cell: E-mail:	<input type="checkbox"/> Appointment/Hire <input type="checkbox"/> Assignment of Duties <input type="checkbox"/> Awards <input type="checkbox"/> Convert to Full-time <input type="checkbox"/> Demotion <input type="checkbox"/> Duty Hours	<input type="checkbox"/> Reassignment Denied <input type="checkbox"/> Reassignment Directed <input type="checkbox"/> Reasonable Accommodation <input type="checkbox"/> Reinstatement <input type="checkbox"/> Retirement <input type="checkbox"/> Removal
7. Basis or Type of Discrimination: <i>Mark (X) where applicable.</i>			
<input type="checkbox"/> Race →		<input type="checkbox"/> Evaluation/Appraisal	<input type="checkbox"/> Reprimand
<input type="checkbox"/> Color →		<input type="checkbox"/> Examination / Test	<input type="checkbox"/> Suspension
<input type="checkbox"/> National Origin →		<input type="checkbox"/> Harassment (Non-sexual)	<input type="checkbox"/> Termination
<input type="checkbox"/> Religion →		<input type="checkbox"/> Harassment (Sexual)	<input type="checkbox"/> Terms/Conditions of Employment
<input type="checkbox"/> Sex:	Male → <input type="checkbox"/> Female → <input type="checkbox"/> LGBTQ → <input type="checkbox"/>	<input type="checkbox"/> Medical Examination	<input type="checkbox"/> Time and Attendance
<input type="checkbox"/> Age	Date of Birth →	<input type="checkbox"/> Other Disciplinary Action	<input type="checkbox"/> Training
<input type="checkbox"/> Disability:	Mental → <input type="checkbox"/> Physical → <input type="checkbox"/>	<input type="checkbox"/> Pay Including Overtime	<input type="checkbox"/> Sex-Stereotyping*
<input type="checkbox"/> Retaliation/ Reprisal		<input type="checkbox"/> Promotion/Non Selection	
<input type="checkbox"/> Other →	Sexual Orientation → <input type="checkbox"/> Parental Status → <input type="checkbox"/> Protected Genetic Information → <input type="checkbox"/>	<i>*There must also be an adverse action issue reported.</i>	

9. Organization Where Alleged Discrimination Occurred and Date of Occurrence:	10. Give date Complainant became aware of alleged discrimination if substantially different from that shown in #9. Explain.			
	(Insert Date or N/A)			
11. If complaint appears to be untimely, what explanation is offered to explain why EEO Counselor was not contacted within 45 days?				
<p>ATTENTION: Alert the OCRD to untimely issues by providing detailed information on each untimely issue here or insert N/A.</p>				
12. Provide a brief description of complaint, summarizing actions which caused counseling to be sought and which Complainant believes are discriminatory.				
<p>Whether the Counselee (CL) has been subjected to disparate treatment on the basis of when:</p>				
13. Remedial Action Desired by Complainant				
<ul style="list-style-type: none"> • Remedy • Remedy 				
14. Has Complainant raised the same matter under another procedure? <i>Mark (X) where applicable.</i>				
On the same matter has Complainant filed a grievance under a negotiated grievance procedure?	YES →	<input type="checkbox"/>	NO →	<input type="checkbox"/>
On the same matter has Complainant filed a grievance under the Agency grievance system?	YES →	<input type="checkbox"/>	NO →	<input type="checkbox"/>
Has Complainant appealed to the Merit Systems Protection Board?	YES →	<input type="checkbox"/>	NO →	<input type="checkbox"/>
If a grievance or appeal has been filed, what is its status?				
15. Does Complainant elect to have a representative? <i>Mark (X).</i>			16. Signature of EEO Counselor and date signed:	
YES →	<input type="checkbox"/>	NO →	<input type="checkbox"/>	

AHP Referral Date:

Opening Processing Remarks:

Counselor provided Counselee via email the pamphlet on ADR, Notice of Rights and Responsibilities and EEO Counselor Neutrality Card. Counselor provided a comprehensive overview of the EEO Complaint Process along with mediation, the Notice of Rights and Responsibilities and the Privacy Act Notice on the Representation/Anonymity Form. The Counselee was sent the following documents for review and signature: Representation/Anonymity Form, Notice of Rights and Responsibilities and Agreement to Extend Counseling/Participate in Mediation.

*Notate documents sent and whether or not the CL agreed to ADR

Statement of Claim:

Whether the Counselee was subjected to disparate treatment on the basis of Sex (female) when:

*Example only

*List issues in numerical order

Issue 1.

Issue 2.

Issue 3.

Counselee Summary:

*Notate job title and business unit

*Elaborate on each issue in the same order as listed in Statement of Claim

Issue 1.

Issue 2.

Issue 3.

Counselee Mediation Planning Discussion Summary:

Responsible Management Official Summary:

*Provide management's response to each issue in the same order as listed above

1.

2.

3.

Resolution Management Official Summary:

*Provide management's response to each issue in the same order as listed above

1.

2.

3.

RMO Mediation Planning Discussion Summary:

Comparative Data:

*Include if applicable; otherwise, make a statement indicating that no comparative data provided or N/A.

EO 13839; Section 5 addressed:

Close- out Interview Information:

(Succinct information in explaining Close-Out)

19. Remedial Action Desired

- (Remedy)
- (Remedy)

20. Grievances and Appeals

21.Total Number of Hours Spent Counseling this Case (Include all contacts, preparation and travel time.)	22. Date of Final Interview	23. Date of this Report
24. Signature of Counselor	25. Date Report Sent or Delivered to Office of Civil Rights and Diversity (OCD.)	

26. Enclosures (List and tab and give duplicate legible copies to Complainant.)

- Enclosure 1 –**
- Enclosure 2 –**
- Enclosure 3 –**
- Enclosure 4 –**

27.

Part II Reviewed By and Date Reviewed:

**INTERNAL REVENUE
SERVICE
MANAGEMENT
DIRECTIVE 715**

**APPENDIX B
EEOC OPTIONAL DOCUMENTS**



February 28, 2024

Internal Revenue Service Federal Equal Opportunity Recruitment Plan (FEORP) FY 2023



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FY 2023 Federal Equal Opportunity Recruitment Plan (FEORP)

PLAN ACCOMPLISHMENTS

In FY23, the IRS developed the Internal Revenue Service Inflation Reduction Act Strategic Operating Plan that supersedes all other strategic plans. While there are many objectives for improving operations within the IRS, Objective 5 of this plan is to “attract, retain, and empower a highly skilled, diverse workforce and develop a culture that is better equipped to deliver results for taxpayers.” The agency has created subgroups that are addressing the various aspects of the plan.

In response to the Treasury DEIA Strategic plan, the IRS has taken the following actions. To increase awareness of diversity, equity, inclusion, and accessibility (DEIA) in the workforce, the IRS conducted over 1,100 engagements to over 44,000 managers and employees on various topics. Topics ranged from diversity and inclusion to reasonable accommodations, EEO complaint process, and anti-harassment. Additionally, 22 events were held in support of special emphasis programs.

Several actions have been taken to support all employees. The IRS Gender Inclusive Language Policy was signed by the IRS Commissioner and shared with all employees. Additionally, a Gender-Neutral Language Resource Guide and LGBTQ+ Frequently Asked Questions were updated and shared with all employees. Furthermore, the Office of Personnel Management Guidance regarding Gender Identity and Inclusion in the Federal Workplace was disseminated to all employees.

The IRS implemented the DEIA Dashboard in FY23. This improved how business operating divisions are provided workforce demographics, EEO complaints, reasonable accommodations, and anti-harassment allegations. In the new fiscal year, the dashboard will be made available to business operating divisions heads of office.

PROMISING PRACTICES

The IRS implemented a new initiative, *Lifting Communities Up* (LCU), which was developed to rebuild underserved communities by creating IRS jobs and careers as well as improve tax administration services for people who reside in those communities. The LCU initiative incorporates a unique model of hiring individuals as employees in geographically underrepresented areas of the country to work in different IRS offices with the focus on increasing knowledge and awareness of tax law, compliance, and benefits within the underserved community. The IRS’s goal in turn is that this initiative will significantly improve IRS’s overall impact within these underserved communities which meets the goal of Executive Order 13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. The program initially began in Puerto Rico and expanded to the Mississippi Delta (MD) which has one of the highest poverty rates in the country. Three offices were opened in the MD which included a Taxpayer Assistance Center (TAC). The TAC allows taxpayers to meet in person with IRS personnel for tax related assistance. The new offices that were opened allowed the agency to recruit and hire from these underserved communities.



Another promising practice was the development of the IRS Diversity, Equity, Inclusion, & Accessibility Dashboard which contains information regarding workforce demographics, Equal Employment Opportunity Complaints, Reasonable Accommodations, and Anti-Harassment data for the IRS and for the individual business units. The Dashboard provided data for a three-year period (FY20-FY22). Since access was not widely available, the reports were created in PowerPoint and distributed to all the heads of office. This provided the heads of office a snapshot of their respective offices to assist with strategic planning and recruitment.

The Employee Resource Groups/Organizations within the IRS collaborate on various projects. They collaborated on two major events and were attended by over 1,500 employees. For example, the “IRS Agency Forum” is a global forum designed to achieve maximum participation and interaction with IRS leadership, and provide an update on IRS policies, procedures, staffing and new initiatives. The various organizations that collaborated were Asian Pacific Internal Revenue Employees (ASPIRE), Association for the Improvement of Minorities (AIM), Blacks In Government (BIG), Federal Employed Women (FEW), Military Outreach for Service (MOS), and NextGen Network @ IRS. In addition, MOS and AIM hosted the “New Wave: Next Generation IRS Leaders” panel which offered guidance to the next generation of IRS leaders.

STRATEGIC ACTIVITIES RELATED TO HISPANIC EMPLOYMENT IN THE FEDERAL GOVERNMENT

The strategic activities conducted at the IRS effectively showcase our commitment to addressing the lower than expected participation rate, career development, and retention of the Hispanic population. In accordance with Executive Order 13171, Hispanic Employment in the Federal Government, the IRS continues to prioritize the engagement of the Hispanic population and management to develop connections resulting in a supportive, diverse, and equitable workforce.

The IRS has integrated outreach and recruiting efforts to help optimize our capacity to recruit from a varied and broad pool of applicants, including a wide range of geographic locations, academic institutions, and professional specialties. In FY23, the IRS supported the attendance of its workers at several training conferences, meetings, trainings, and workshops aimed at improving leadership abilities, resume preparation, and continuous professional development. Through outreach and recruitment initiatives, the IRS will continue to provide fair employment opportunities to all.

The number of self-identified Hispanic applicants continues to rise due to the efforts to provide and announce job openings via various mediums such as social media, Servicewide emails, postings on Servicewide SharePoint sites, and stakeholder partnerships with Hispanic Serving Institutions and the IRS’s seventeen employee organizations and employee resource groups.

In FY23, the IRS’ Strategic Talent Analytics and Recruiting Solutions Office attended 18 in-person events with Hispanic Serving Institutions as well as two virtual events. The STARS office collaborated with the IRS’ employee resource groups and employee organizations to present information during these recruitment events.



INTERNAL REVENUE SERVICE

The IRS’ special emphasis program in collaboration with Hispanic Internal Revenue Employees, one of several employee organizations at the IRS, support the Service with celebrating and raising awareness of Hispanic culture; education and employment issues affecting the Hispanic population; ways to strengthen relationships between all employees; professional development opportunities, and facilitating the annual IRS National Hispanic Heritage Month program.

The IRS has initiated strategic activities to address the underrepresentation, career development, and retention of Hispanics during FY23 to include the work of the Hispanic barrier analysis working group (HBAWG). The HBAWG is comprised of employees of varying grades and business divisions, including members of HIRE. The HBAWG focuses on activities to address the lower than expected participation rate, career development, and retention of Hispanics in three major occupations and grade levels:

- Criminal Investigators, grades 12-15
- Information Technology, grades 12-15
- Revenue Agents, grades 12-15

Workforce data is analyzed and shared with the HBAWG and other applicable personnel for process improvement in areas such as outreach and recruitment. In FY23, the HBAWG worked diligently to develop a survey to conduct with employee organizations to assist in identifying issues related to the low participation, career development, and retention of Hispanic employees.

In FY23, Hispanic employees accounted for 15.89 percent of the permanent IRS workforce, compared to 15.34 percent in FY22; this is above the relevant civilian labor force of 9.00 percent.

The table below outlines the participation rate of Hispanics in IRS:

Ethnicity/Gender	RCLF	FY22	FY23
Hispanic Males	3.09%	5.21%	5.53%
		4,303	4,839
Hispanic Females	5.91%	10.13%	10.36%
		8,363	9,074
Total Permanent Hispanics	9.00%	15.34%	15.89%
		12,666	13,913

The IRS Leadership Development Program is a critical link to the IRS Succession Planning Strategy for future leaders. The leadership development programs include: Front-line Leadership Readiness Program, designed to identify and develop employees for front line manager positions; Leading Leaders Readiness Program which provides experienced managers who have high potential and interest in applying for future department and senior manager positions; Executive Readiness Program, designed for IRS senior managers and GS-14 and above employees who aspire to apply to the IRS Candidate Development Program, the principal means to identify and select employees for the senior executive service.

In FY23, there were 483 participants in the various leadership development programs, a 12.59 percent increase from the 429 participants in FY22. Overall, Hispanic participation was 14.90 percent, a 16.13 percent increase from FY22.



The 72 Hispanic LDP participants included:

- 18.79% in Front-line Leadership Readiness Program (59 of 314)
- 11.39% in Leading Leaders Readiness Program (9 of 79)
- 1.67% in Executive Readiness Program (1 of 60)
- 10.00% in Candidate Development Program (3 of 30)

Applicant flow data has not been readily available since utilizing USA Staffing. In FY24, the IRS has taken steps to develop reports that may provide more concise information.

STRATEGIC ACTIVITIES OR ACTIONS RELATED TO THE EMPLOYMENT OF PEOPLE WITH DISABILITIES

Outreach and Recruitment

The Strategic Talent Analytics & Recruitment Solutions (STARS) Office continued to maintain its commitment to attract and retain qualified, diverse candidates to reflect the population we serve. In FY23, the IRS conducted a total of 103 recruitment events, 29 onsite Direct Hiring Authority (DHA) events, 46 Schedule A recruitment events and two Ability Virtual Job Fairs. STARS also conducted over 40 virtual information sessions reaching over 40,000 participants interested in the Schedule A, Military Spouses and Veterans non-competitive programs.

The STARS Office facilitates non-competitive placements by maintaining Veteran and Schedule A candidate repositories. Eligible candidates wishing to be considered for Non-Competitive placement can submit the required information to the applicable USAJOBS Announcement. This repository is used to allow managers the ability to submit requests for resumes of candidates eligible under the Schedule A Hiring Authority. In FY23, there were over 15,000 applicants that applied for non-competitive consideration under the Schedule A hiring authority. A repository announcement was re-posted to USAJobs in October of 2023 to collect resumes from potential job seekers who may be eligible for consideration under the Schedule A Hiring Authority. All applications to IRS vacancy announcements allow candidates to self-identify disabilities (though this is not a requirement for applicants to complete).

The IRS partnered with the Workforce Recruitment Program (WRP) to publish current vacancy announcements and assist in recruiting qualified candidates and aligned with AbilityJobs.com to host virtual hiring events for persons with disabilities (PWD). Additionally, the IRS hosted monthly Schedule A virtual information sessions with job seekers to provide information on barriers they may encounter when entering the federal workforce.

The STARS Office and Schedule A Program Managers conduct monthly planner meetings for Schedule A Employment Coordinators. They provide training that covers the legal use of the hiring authority, required documentation, how candidates are referred, onboarding of these candidates, selection procedures and agency goals. Schedule A Employment Coordinators are encouraged to collaborate with the hiring managers to leverage Schedule A Hiring Authority to fill agency vacancies.



Hiring and Retention

In response to an expected hiring surge, and utilizing Direct Hire Authority, the IRS hired 15,775 employees, 11.78% were PWD in FY23. These recruitment efforts also included 144 Pathway candidates.

The Special Emphasis Program Branch of STARS allocated 15 Recruiter and Human Resource Specialist positions dedicated to hiring PWD and PWTD.

The STARS Office manages the Veteran Program Office (VPO). The VPO conducts monthly meetings with Veteran Employment Coordinators (VECs) from each Business Operating Division (BOD) to keep all BODs engaged and informed on all veteran activities for IRS employees. This effort keeps all IRS Veterans informed of their benefits and upcoming actions that impact them. The VPO shares veterans recurring events with the BODs to meet their hiring needs as demonstrated by the hiring of Disabled Veterans and PWD.

When management elects to fill a vacancy using non-competitive procedures, STARS provides them with qualified applicants from the repository in USAJobs. Documentation of the applicant’s disability is required for appointments of person(s) with disabilities of intellectual, psychiatric, and severe physical disabilities and the Schedule A Certification must contain an official organizational letterhead, reference to 5 CFR 213 3129(u), and a physical signature of the signee.

The IRS successfully converted seven (7) eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i)) during the first half of FY 2023.

The tables below show IRS’ Persons with Disabilities in the workforce, hires and separations, FY22 compared to FY23. The IRS slightly increased in PWD workforce and hires and decreased in separations. The IRS exceeds the 12 percent goal in the workforce and by grade groupings GS 1-10 and GS 11 and above.

Persons with Disabilities Goal 12%			
	Workforce	Hires	Separations
FY22	13.59%	11.42%	14.35%
FY23	13.81%	11.61%	11.88%

Source: IRS FY 2022 & FY 2023 Q4 Data Insight Query (Workforce, Hires, and Separations)

Persons with Disabilities by Grade Groupings		
	GS 1-10	GS 11 & above
FY22	13.80%	13.41%
FY23	13.64%	14.04%

Source: IRS FY 2022 & FY 2023 Q4 Data Insight Query (Workforce)



Reasonable Accommodation and Accessibility

In FY23, the IRS received 4,448 new reasonable accommodation (RA) requests and closed 5,309 requests in an average of 107 business days. Processing of RA requests in FY23 was impacted by an extraordinary spike in receipts in FY22 including more than 5,400 in the 3rd and 4th quarters of FY22.

The IRS hired 10 Reasonable Accommodation Coordinators (RACs) to augment its current RAC resources in response to a deluge of RA requests made in connection with the Service's evolving approach to accomplishing its mission in the pandemic environment including where work is performed. The additional staffing is expected to contribute to significant reductions in RA case inventories and reduced processing times. The Service will assess to what extent additional staffing is needed to address its RA workload as well as proactively respond to an expected increase in demand for services due to the IRS's plans to hire significant numbers of employees in the future.

In addition to the above-described increases in RA processing, the IRS is adjusting processes to increase efficiency and reduce the amount of time needed to fully address accommodation needs and afford effective accommodations for employees/applicants with disabilities. For example, where it is necessary to explore reassignment of an employee as an accommodation of last resort, it is conducting IRS and Treasury-wide job searches concurrently rather than consecutively. Additionally, RAC's are encouraging employees seeking an accommodation and management to engage in substantive conversations facilitated by the RACs to exchange information and identify viable options for effective accommodations rather than the RAC meeting separately with each and conveying information back and forth in a time-consuming manner.

The IRS advised employees it was no longer necessary for the Service to consider employee reasonable accommodation requests seeking exemption from the vaccination requirement based either on medical conditions or religious beliefs after the President signed Executive Order (EO) 14099, Moving Beyond COVID-19 Vaccination Requirements for Federal Workers, on May 9, 2023. The EO revoked EO's 14042 and 14043 which required vaccination against COVID-19 for federal employees and contractors, The IRS closed more than 6,700 of these requests that were pending consideration as "moot."

The IRS published an article for managers advising them that the Pregnant Workers Fairness Act (PWFA), effective June 27, 2023, requires reasonable accommodations for known limitations related to pregnancy, childbirth or related medical conditions and the importance of being flexible to meet the needs of employees with these limitations. The IRS also provided its RACs with guidance on the provisions of the PWFA and referenced an array of existing policies, programs and procedures geared towards pregnant employees and parents which can be leveraged quickly to meet employee needs without extensive review and assessment. Where more in-depth consideration is warranted, the RACs are ready to assist employees and managers to identify options for accommodations which are consistent with business requirements.

The IRS published guidance and procedures concerning Personal Assistance Services (PAS) in the Internal Revenue Manual, 1.20.5, where they are easily accessible to managers and employees. Information on PAS is also available on the IRS's external website. This year the IRS received its first request for PAS and is in the process of procuring the needed services using the Department of the Treasury's existing Blanket Purchase Agreement to bring to fruition.



Telecommunication Relay Service (TRS) is working with iYellow to prepare for Video Remote Interpreting (VRI) through Microsoft Teams. Previously, this option was only available for Video Phone to Video Phone. This feature will increase consumers capabilities and maximize the use of the Microsoft Teams platform.

Sign language and Communication Access Realtime Translation (CART) services had an amazing 99.03% fill rate. The Disability Services Division (DSD) continued to pursue effective alternate solutions to ensure customers' needs were being met. DSD worked closely with their contract vendor to identify hard-to-fill locations where services were increasing due to IRS personnel being hired. The contract vendor is doing a great job in recruiting and vetting additional interpreters and cart writers in those hard-to-fill locations. Additionally, DSD Managers successfully filled vacant Sign Language Interpreter positions which will have a positive impact on future demand of DSD services.

To provide outstanding Sign Language Interpreting and CART services to our customers, the Disability Services Section (DSS) hired two additional Sign Language Interpreters (SLI's) to increase the footprint of their capability. As a result, backlogged requests for services for Wage and Investment (W&I) vacancies, were able to be filled.

In FY23, EDI's Civil Rights Unit (CRU) conducted compliance visits at 120+ locations where taxpayers receive assistance from the agency, as well as programs conducted by its recipients of federal financial assistance. The compliance visits provided CRU with an opportunity to assess the accessibility of recipient programs and facilities for taxpayers in a proactive manner. CRU has prepared a report for the agency and its respective grant program offices to elevate findings and recommendations for improving program accessibility. In preparation of FY24, CRU also conducted over 300 pre-award civil rights reviews of grant applications to certify that grant applicants have met their obligation to fulfill civil rights and accessibility reporting requirements.

Education

The IRS reasonable accommodation training cadre presented 41 training sessions (totaling over 58 hours) on various topics to 2,574 participants (mostly managers). Particularly noteworthy were the trainings on the reasonable accommodations process for the Taxpayer Experience Office and during the Equal Employment Opportunity Counselor's Refresher course.

The IRS Disability Services Section (DSS) conducted multiple training sessions for front line managers on SLI and CART Services. In addition, training was provided to over 200 managers that supervise Deaf and/or Hard of Hearing (DHoH) employees on a variety of discussion topics such as "DHoH Awareness," "Best Practices While Working with DHoH Employees," "Requesting SLI/CART Services Overview" (which includes information on virtual, face-to-face, and remote sign language interpreting; onsite CART; Telecommunication Relay Services and Conference Captioning, etc.). The IRS' newest training – "DHoH/SLI Culture," an interactive presentation that goes beyond explaining how to request services (as required by the Americans with Disabilities Act) by emphasizing the benefits of having qualified interpreters for DHoH peers was presented to a total of 156 participants.

Annual FEORP Plan Certification

For the Fiscal Year 2023

A. Name and Address of Bureau:

B. Name and Title of Designated FEORP Official (*Include e-mail address, telephone and fax numbers. In addition, please include address*):

C. Name and Title of Contact Person (*Include e-mail address, telephone and fax number. In addition, please include address*):

Certification

I certify the above agency: 1) Has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; 2) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices or installations.

Chief Human Capital Officer or Head of Human Resources:

Print Name

Signature

Date

Title:

Email Address:

Telephone:

Director, Equal Employment Opportunity:

Print Name

Signature

Date

Title:

Email Address:

Telephone:

Chief Diversity/Inclusion Officer:

Print Name

Signature

Date

Title:

Email Address:

Telephone:

Disabled Veterans Affirmative Action Program (DVAAP) Plan and Certification

1. Agency	Internal Revenue Service	2. FY	2023
3. POC Name	Christopher S. White	4. Phone	202-317-6411

5. A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

It is the policy of the Service to encourage and support the utilization of available resources to employ and advance disabled veterans and to actively seek opportunities to hire, train, and promote disabled veterans, with emphasis on those who are 30% or more disabled. This policy does not permit preferential treatment in the employment and advancement of disabled veteran employees or applicants beyond that authorized for competitive service appointments.

It does require that the Service assess the current status of disabled veteran employment and recruit eligible disabled veteran employees and/or applicants for employment for vacancies which occur, subject to hiring and budget restrictions.

Disability may not be used as the rationale for non-selection of a disabled veteran who, with or without accommodation(s), is otherwise fully qualified for employment in a position. Reasonable accommodation will be provided to permit a disabled veteran to perform the essential functions of the position if the requested accommodation does not impose undue hardship in accordance with Section 501 of the Rehabilitation Act of 1973, as amended. (29 U.S.C. 791)

6. OPM DVAAP Manager Official Use Only: Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
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7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)

8. Total # Employees	89,575	9. # Of Veterans	8,225	10. # Of Disabled Veterans	4,808	11. # Of 30% Or More Disabled Veterans	3,509
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Current as of PP 2315

Disabled Veteran Indicator	Y
Veteran Preference	6 - 10 Point 30% Compensable

Row Labels	Count of BOD
Appeals	57
CFO	17
CI	162
CL	18
Counsel	141
CRO	1
ECMO	7
ED	1
EDI	21
FMSS	199
HCO	284
HQ	16
IRSN	1
LBI	105
MIT	891
OLS	13
PGLD	35
PROC	55
RAAS	18
RPO	5
SBSE	701
TAS	94
TEGE	58
TXO	4
WI	604
WO	1
Grand Total	3509

12. OPM DVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?

Yes Somewhat No

13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)

The Service will, within the limits of the local resources, utilize as many of the following activities, as possible, to recruit and hire veterans who are 30% or more disabled. In addition, the Service should continually seek to identify and employ new methods and strategies for the hiring and advancement of disabled veterans.

1. Maintain outreach contacts with local Departments of Veterans Affairs,
2. Vocational Rehabilitation Offices, local disabled veteran organizations and other organizations that represent and serve disabled veterans.
3. Ensure sponsored recruitment visits and contacts include groups/organizations, schools, etc., with a high population of disabled veterans.
4. Establish and regularly update a listing of recruitment sources to locate qualified veterans.
5. Review newsletters and publications from disabled veteran organizations that identify qualified veterans for recruitment purposes.
6. When vacancy announcements occur, send to organizations listed in item # 1 above.
7. Enhance training for recruiters and/or human resources professionals on IRS employment opportunities for veterans, veteran preference and special hiring authorities.
8. Increase awareness among managers of their responsibility to hire disabled veterans utilizing the various special appointing authorities available for hiring disabled veterans through the use of training seminars, personnel management letters, OPM Directives, etc.
9. Attend hiring fairs (in person or virtually), budget permitting, specifically targeted for employment via special hiring authorities.
10. Utilize employee referrals and target employee associations for veterans, such as Military Outreach for Service (MOS), for all candidate segments.
11. Promote the appropriate use of non-traditional intake programs for disabled veterans. This will include the use of internships and job experience programs.
12. Participate in social networks and virtual communities used by disabled veterans, their advocates, and their influencers in order to make sure these networks and communities are outreach vehicles for IRS employment opportunities.

14. OPM DVAAP Manager Official Use Only: Did agency provide a description of recruiting methods that they will use to seek out disabled veterans?

Yes Somewhat No

15. OPM DVAAP Manager Official Use Only: Did agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?

Yes Somewhat No

16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

The Service will utilize available methods to provide and improve internal advancement opportunities for disabled veterans within fiscal and staffing resources. These methods will include as many of the activities listed below, as possible, including others that may be available.

1. Increase the awareness of managers to encourage their full commitment to affirmative action and diversity and inclusion goals and the need to provide advancement and training opportunities for disabled veterans.
2. Increase the awareness among managers and human resources professionals of the Service obligation and responsibility to enhance the advancement opportunities for disabled veterans (e.g., training seminars, personnel management letters, and OPM guidance, etc.).
3. Encourage utilization of internal procedures and programs such as internal developmental training programs, special training classes, Veterans Readjustment Appointing Authority (VRA), and special appointing authorities for 30% or more disabled veterans for career advancement.
4. Encourage managers to work with human resources to restructure jobs, design bridge positions, and develop and implement individual development plans as tools to help advance disabled veteran employees.
5. Identify career-enhancing opportunities such as details, developmental assignments mentoring programs, etc. As developmental details become available, they should be structured to expose a broad range of employees to a variety of positions within IRS.
6. Encourage referrals of disabled veteran employees when filling vacancies.
7. Ensure training methods include reasonable accommodations for disabled veterans and employees with disabilities, i.e. Braille, captioned videos, large print, etc.
8. Encourage disabled veterans to participate in training that includes in-house training, college courses, and correspondence courses for work or self-development.
9. Conduct a workforce analysis of disabled veterans to identify business policies and practices that create barriers that are not substantiated by a legitimate business case. Investigate whether less exclusionary policies or practices can be used that serve the same business purpose.
10. Encourage the use of a skills-building survey, including but not limited to, current and potential gaps in skills and the distribution of skills that will be utilized to fill vacancies as appropriate.

17. OPM DVAAP Manager Official Use Only: Did agency provide a description of how they will provide internal advancement opportunities for disabled veterans?

Yes Somewhat No

18. OPM DVAAP Manager Official Use Only: If needed, is there a plan of how the agency will improve internal advancement opportunities for disabled veterans?

Yes Somewhat No Not Needed

19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans (Attach supporting addendums if needed)

The following recurring methods will be used to inform Business Operating Divisions (BOD) of their responsibility of employing and advancing disabled veterans:

1. Monthly Veteran Employment Coordinator (VEC) meetings with BOD VECs to discuss veteran hiring opportunities.
2. Monthly recruitment forum to share best practices and develop innovative ways to recruit veterans.
3. Bi-weekly e-mails from the STARS office on progress toward meeting Treasury goals.
4. Bureau senior leaders' quarterly Town Hall Meetings.
5. Quarterly Veteran's Focus newsletter.
6. Annual Veterans and Military Family Month observance resources.
7. Ad-hoc blogs on veteran-related advancement opportunities.
8. Webinars to connect to field locations.
9. Inclusion in broader diversity training topics, such as workplace inclusion and unconscious bias.

20. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans? (Not Applicable for agencies that do not have operating components or field installations)

Yes | Somewhat | No | Not Applicable |

21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan (Attach supporting addendums if needed)

The STARS office provides the Veteran Employment Coordinators (VEC) from each BODs a bi-weekly Veteran Hiring Summary that details progress toward achieving Treasury Veteran Hiring Goals for the fiscal year. The summary report is color coded using Green (meets the goal), Yellow (missed goal by <10%) and Red (missed goal by >10%).

Below is a snapshot of the Veteran Hiring Summary from pay period 2319.

Level 2 Org Name	Total Hires	Vet Hires	% Vet	Dis Vet Hires	% Dis Vet
CFO	8	3	37.5 %	1	12.5 %
CHIEF COUNSEL	447	51	11.4 %	34	7.6 %
COMMUNICATIONS & LIAISON	15	10	66.7 %	7	46.7 %
CRIMINAL INVESTIGATION	255	63	24.7 %	33	12.9 %
FACILITIES MGMT & SEC SERVICES	29	10	34.5 %	7	24.1 %
HCO OFFICE OF HR OPERATIONS	165	60	36.4 %	50	30.3 %
HCO OFFICE OF HR STRATEGY	79	30	38.0 %	24	30.4 %
HUMAN CAPITAL OFFICE	20	10	50.0 %	7	35.0 %
INDEPENDENT OFFICE OF APPEALS	35	12	34.3 %	11	31.4 %
INFORMATION TECHNOLOGY	1207	200	16.6 %	133	11.0 %
LARGE BUSINESS AND INT'L-LB&I	220	23	10.5 %	10	4.5 %
NATIONAL HEADQRTS (RESERVED)	7	6	85.7 %	6	85.7 %
NATIONAL TAXPAYER ADVOCATE-HQ	102	44	43.1 %	33	32.4 %
OFC EQUITY, DIVERSITY & INCLUS	15	10	66.7 %	9	60.0 %
OFF OF CHIEF PROC OFFICER	71	27	38.0 %	23	32.4 %
OFFICE OF ONLINE SERVICES	27	9	33.3 %	6	22.2 %
OFFICE OF THE CHIEF RISK OFFIC	2	2	100.0 %	2	100.0 %
PRIV, GOVT'L LIAISON & DISCLOS	18	10	55.6 %	8	44.4 %
RAAS	60	7	11.7 %	4	6.7 %
RETURN PREPARER OFFICE	4	3	75.0 %	1	25.0 %
SB/SE CAMPUS COLL OPERATIONS	701	91	13.0 %	41	5.8 %
SB/SE CAMPUS EXAMINATION	122	8	6.6 %	6	4.9 %
SB/SE DEPTY COMMISS COLL/OPS S	490	50	10.2 %	38	7.8 %
SB/SE DEPUTY COMMISSIONER EXAM	236	32	13.6 %	23	9.7 %
SB/SE OFFICE OF FRAUD ENFORCE	2	1	50.0 %	1	50.0 %
SB/SE OPERATIONS SUPPORT	23	6	26.1 %	5	21.7 %
TAX EXEMPT AND GOV'T ENTITIES	102	3	2.9 %	1	1.0 %
TAXPAYER EXPERIENCE OFFICE	5	0	0.0 %	0	0.0 %
TRANSFORMATION & STRATEGY OFFI	9	1	11.1 %	1	11.1 %
W&I SERVICE CENTERS	11301	202	1.8 %	113	1.0 %
WAGE & INVESTMENT	564	79	14.0 %	54	9.6 %
Total	16341	1063	6.5 %	692	4.2 %
			Below 10%	Within 10%	Target Met

22. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will monitor, review and evaluate its planned efforts? (If applicable as well as for major operating components and field installations)

Yes Somewhat No

**23. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

N/A

Plan Certification

The plans shall cover a time period of not less than one year and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

Agency operating components and field installations must have a copy of the plan covering them and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

Certification

The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

Please type or print clearly. After an original signature is obtained, scan and return this sheet.

24. Dates of the Period of Time the Plan is Covered		From	10/1/22	To	9/30/23
25. Agency Name	Internal Revenue Service				
26. DVAAP POC's Name	Jason Coffee				
27. Title	EDI/HCO Program Specialist				
28. Telephone Number	---	29. Email	jason.b.coffee@irs.gov		
30. Date Plan Last Amended		31. Date Effective	10/1/23		
32. DVAAP Certifying Official's Name	Joshua C. Tingle				
33. Title	Associate Director, Strategic Recruitment and Hiring Office				
34. Telephone Number		35. Email	Joshua.c.tingle@irs.gov		
36. DVAAP Certifying Official Signature	<i>Joshua Tingle</i>			37. Date	11/29/23

Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report

1. Agency	Internal Revenue Service	2. FY	2023
3. POC Name	Christopher S. White	4. Phone	202-317-6411

5. Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

1. The Veterans Programs Office (VPO) conducted Monthly briefs with Business Units (BUs) Veteran Employment Coordinators (VECs) providing them information on monthly hiring and recruiting events throughout the nation.
2. Participated in monthly Virtual Briefs were the VPO briefed the 30%, Veteran Recruiting Appointment (VRA), Schedule A and Military Spouses Special Hiring Authority Programs and engaged 100+ participants on each event.
3. The VPO participated in 56 recruiting events; from Career Fairs, Transitional Assistance Program (TAP) Events, Job Fairs, Virtual Events, Hiring our Heroes and Recruit Military Events where we engaged between 30 to over 500 participants on all events.
4. Conducted quarterly Veterans Town Hall Meetings with the Deputy Commissioner for Operations Support (DCOS) office and over 8,000 veterans, where we briefed on veterans benefits, VPO programs and Non-Competitive Special Hiring Authorities.
5. Advertised Direct Hiring events to our Department of Labor (DOL) partners, military installations partners, and Vocational Rehabilitation & Employment (VR&E) Programs around the country to obtain maximum veterans participation.
6. Maintained and advertised USAJOBS Special Hiring Authorities Repositories, where all eligible and interested veterans submitted their documentation (i.e. DD214, VA Letters and resume) to be considered for possible business unit hiring needs.
7. Submitted Veterans Hiring Summaries on a bi-weekly basis to all hiring managers and VECs within each BU and encouraged them to work on increasing Veteran hiring.
8. Managed the Vets@irs.gov and Schedule A (recruiter4disability) organizational emails to answer IRS Veterans benefits questions and external interested applicants hiring questions or needs.
9. Participated in Veterans hiring events where we emphasized hiring on Special Hiring Authorities.
10. Managed the VPO Site where resources on Veterans benefits, events and presentations are maintained for all, including business units' hiring managers, to have availability and share during their hiring events.

6. OPM DVAAP Manager Official Use Only: Is there an explanation of the recruitment and employment methods they have used?

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
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7. Methods used to provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

1. Increased the awareness of managers by briefing Executive Orders 13518- (Employment of Veterans), 13548- (Employment of Individuals with Disabilities), 13473 & 13832- (Employment of Military Spouses), to encourage their full commitment to affirmative action and diversity and inclusion goals and the need to provide advancement and training opportunities for veterans, disabled veterans, and military spouses.
2. Increased the awareness among managers and human resource professionals of the Service's obligation and responsibility to enhance the advancement opportunities for disabled veterans (e.g., training seminars, personnel management letters, and OPM guidance, etc.).
3. Encouraged utilization of internal procedures and programs such as internal developmental training programs, special training classes, Veterans Recruitment Appointing (VRA), and special appointing authorities for 30% or more disabled veterans for career advancement.
4. Encouraged managers to work with human resources to restructure jobs, design bridge positions, and develop and implement individual development plans as tools to help advance disabled veteran employees.
5. Identified career-enhancing opportunities such as details, developmental assignments, mentoring programs, etc. As developmental details become available, they will be shared among all interested employees to encourage leadership exposure and growth within the IRS.
6. Encouraged referrals of disabled veteran employees when filling vacancies.
7. Ensured training methods included reasonable accommodations for disabled veterans and employees with disabilities, i.e. Braille, captioned videos, large print, etc.
8. Encouraged disabled veterans to participate in training that included in-house training, college courses, and correspondence courses for work or self-development.
9. Conducted a workforce analysis of disabled veterans to identify business policies and practices that create barriers that are not substantiated by a legitimate business case. Investigated whether less exclusionary policies or practices can be used that serve the same business purpose.
10. Encouraged the use of a skills-building survey, including but not limited to, one-on-one discussions with all employees to discuss areas of improvement and recommend ways to fill deficiencies to assist filling future vacancies with well developed employees.

8. OPM DVAAP Manager Official Use Only: Does agency explain the career advancement methods they have used?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>	
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9. A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated (Attach supporting addendums if needed)

The STARS office provided the Veteran Employment Coordinators (VEC) from each business unit with a bi-weekly Veteran Hiring Summary that details progress toward achieving Treasury Veteran Hiring Goals for the fiscal year. The summary report is color coded using Green (meets the goal), Yellow (missed goal by <10%) and Red (missed goal by >10%).

Below is a snapshot of the Veteran Hiring Summary from pay period 2319 (End of FY 23).

Level 2 Org Name	Total Hires	Vet Hires	% Vet	Dis Vet Hires	% Dis Vet
CFO	8	3	37.5 %	1	12.5 %
CHIEF COUNSEL	447	51	11.4 %	34	7.6 %
COMMUNICATIONS & LIAISON	15	10	66.7 %	7	46.7 %
CRIMINAL INVESTIGATION	255	63	24.7 %	33	12.9 %
FACILITIES MGMT & SEC SERVICES	29	10	34.5 %	7	24.1 %
HCO OFFICE OF HR OPERATIONS	165	60	36.4 %	50	30.3 %
HCO OFFICE OF HR STRATEGY	79	30	38.0 %	24	30.4 %
HUMAN CAPITAL OFFICE	20	10	50.0 %	7	35.0 %
INDEPENDENT OFFICE OF APPEALS	35	12	34.3 %	11	31.4 %
INFORMATION TECHNOLOGY	1207	200	16.6 %	133	11.0 %
LARGE BUSINESS AND INT'L-LB&I	220	23	10.5 %	10	4.5 %
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NATIONAL TAXPAYER ADVOCATE-HQ	102	44	43.1 %	33	32.4 %
OFC EQUITY, DIVERSITY & INCLUS	15	10	66.7 %	9	60.0 %
OFF OF CHIEF PROC OFFICER	71	27	38.0 %	23	32.4 %
OFFICE OF ONLINE SERVICES	27	9	33.3 %	6	22.2 %
OFFICE OF THE CHIEF RISK OFFIC	2	2	100.0 %	2	100.0 %
PRIV, GOV'T LIAISON & DISCLOS	18	10	55.6 %	8	44.4 %
RAAS	60	7	11.7 %	4	6.7 %
RETURN PREPARER OFFICE	4	3	75.0 %	1	25.0 %
SB/SE CAMPUS COLL OPERATIONS	701	91	13.0 %	41	5.8 %
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SB/SE OPERATIONS SUPPORT	23	6	26.1 %	5	21.7 %
TAX EXEMPT AND GOV'T ENTITIES	102	3	2.9 %	1	1.0 %
TAXPAYER EXPERIENCE OFFICE	5	0	0.0 %	0	0.0 %
TRANSFORMATION & STRATEGY OFFI	9	1	11.1 %	1	11.1 %
W&I SERVICE CENTERS	11301	202	1.8 %	113	1.0 %
WAGE & INVESTMENT	564	79	14.0 %	54	9.6 %
Total	16341	1063	6.5 %	692	4.2 %
			Below 10%	Within 10%	Target Met

10. OPM DVAAP Manager Official Use Only: Does agency describe how they monitored, reviewed and evaluated their DVAAP Activities? (If applicable as well as for major operating components and field installations)

Yes Somewhat No

**11. An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress
(Attach supporting addendums if needed)**

The Veterans Program Office (VPO) met the DVAAP by keeping the Veterans Employment Coordinators and all business unit recruiters and managers engaged on the VPO recruiting plan and schedule. The VPO utilized the Special Hiring Authorities Job announcement repositories as a Disabled Veterans hiring tool. These repositories maintain over 5,000 resumes and documentation for all business units to select from to hire disabled Veterans non-competitively when a hiring need became available for their business operating division (BOD). In addition, the VPO provided referrals obtained from recruiting events for each BUs to entertain as possible disabled Veteran hires via a By Name Request (BNR). We also recommended the engagement of senior leadership to support the hiring of veterans. This will motivate BODs VECs/Recruiter/Hiring Managers to take all necessary actions and time to hire a higher percentage of veterans in each of their BODs. All these efforts afforded us the opportunity to hire 1,012 (not including Chief Counsel) during FY23.

12. OPM DVAAP Manager Official Use Only: Does agency explain the progress in implementing DVAAP? If there was no progress, were there reasons for the lack of progress or challenges and specific plans for overcoming their challenges?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>
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**13. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

N/A

DVAAP Recruitment Events FY 2023

Instructions: Using the table below, enter the information about events your bureau attended that specifically highlighted Disabled Veterans. For the Target of Event field, enter who is targeted (veterans, disabled veterans, or people with disabilities). For the Specific Outcomes field, enter any information about number of veterans interviewed, hired, or referred to hiring managers. It would also be a good area to discuss accomplishments from that specific event.

Date of Event	Name of Event/Organization Hosting Event	Target of Event	Specific Outcomes
2/1/2023	Fort Myers/Henderson Hall Transition Readiness Seminar	Recruitment	Provided information to retiring servicemembers and veterans working on base. Provided information to 20 veterans.
2/8/2023	Fort Myers/Henderson Hall Transition Readiness Seminar	Recruitment	Provided information to retiring servicemembers and veterans working on base. Provided information to 20 veterans.
2/15/2023	Fort Myers/Henderson Hall Transition Readiness Seminar	Recruitment	Provided information to retiring servicemembers and veterans working on base. Provided information to 20 veterans.
2/22/2023	Ft Campbell, KY Veterans hiring event	Hiring	Hired 13 Veterans/Disabled Veterans
3/1/2023	Fort Myers/Henderson Hall Transition Readiness Seminar	Recruitment	Provided information to retiring servicemembers and veterans working on base. Provided information to 20 veterans.
3/25/2023	UNLV Veterans Fair Spring 2023	Recruitment	Engaged 25 disabled veterans on IRS employment opportunities.
4/1/2023	West Memphis, Arkansas VA Hospital - Veterans Town Hall Health and Job Fair	Recruitment	Engaged 100 disabled veterans on IRS employment opportunities.
4/21/2023	Veterans Benefits Administration, U.S. Department of Veterans Affairs	Recruitment	Engaged 27 disabled veterans on IRS employment opportunities.
4/27/2023	Job News USA - Jacksonville Job Fair	Recruitment	Engaged 35 veterans on IRS employment opportunities.
5/18/2023	Little Rock AFB Spring Career Fair	Recruitment	Engaged 125 veterans on IRS employment opportunities.
6/13/2023	Ft Campbell, KY Veterans hiring event	Recruitment	Engaged over 150 veterans on IRS employment opportunities.
6/22/2023	Camp Lejeune Career Exploration & Hiring Fair	Recruitment	Engaged over 150 veterans on IRS employment opportunities.

6/27/2023	Jacksonville Recruitment Event	Hiring	Hired 15 Veterans/Disabled Veterans
7/11/2023	Hiring our Heroes, Mil Spouses	Virtual	Engaged 38 Military Spouses on IRS employment opportunities.
7/20/2023	Job News USA - Jacksonville Job Fair-The Prime Osborn Convention Center	Recruitment	Engaged over 400 Veterans/Disabled Veterans on IRS employment opportunities.
7/27/2023	Ft Leonard Wood Hiring our Heroes Career Summit	Recruitment	Engaged over 180 Veterans/Disabled Veterans on IRS employment opportunities.
8/17/2023	Boston, MA Veterans and Schedule A In Person Hiring Event	Hiring	Hired 9 Veterans/Disabled Veterans
8/29/2023	Hiring our Heroes Career Summit (HiringOurHeroes.org/buckley)	Recruitment	Engaged over 50 Veterans/Disabled Veterans on IRS employment opportunities
8/29/2023	Transition Assistance Program (TAP) Event	Recruitment	Engaged over 20 retiring military Veterans/Disabled Veterans on IRS employment opportunities
8/30/2023	Aberdeen Proving Ground Military Base Job Fair	Recruitment	Engaged over 30 retiring military Veterans/Disabled Veterans on IRS employment opportunities
9/6/2023	Mayport and Kings Bay Military Tri-Base Career Fair	Recruitment	Engaged over 50 military spouses on IRS employment opportunities
9/14/2023	Memphis VA Medical Center Job Fair	Recruitment	Engaged over 150 Veterans/Disabled Veterans on IRS employment opportunities.
9/18/2023	University of Central Arkansas	Recruitment	Engaged 70 students and military students on Pathways and Veterans programs
9/27/2023	Fort Campbell Spouse Employment Center (SEC) Volunteer & Career Expo	Recruitment	Engaged over 50 military spouses and veterans on IRS employment opportunities



Internal Revenue Service

Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities



Fiscal Year
2022

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Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR §1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with disabilities and persons with targeted disabilities in the federal government

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes," describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWD)	Answer	No
b. Cluster GS-11 to SES (PWD)	Answer	No

Source: (new B4-1) • The PWD participation rate (13.73%) exceeded the 12% benchmark for the grade cluster GS-1 to GS-10 so it is not a trigger. • The PWD participation rate (13.34%) exceeded the 12% benchmark for the grade cluster GS-11 to SES so it is not a trigger.

*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d)(7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes," describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWTD)	Answer	No
b. Cluster GS-11 to SES (PWTD)	Answer	No

Source: (new B4-1) The PWTD participation rate (3.68%) exceeded the 2% benchmark for the grade cluster GS-1 to GS-10 so it is not a trigger. The PWTD participation rate (2.86%) exceeded the 2% benchmark for the grade cluster GS-11 to SES so it is not a trigger.

Grade Level Cluster(GS or Alternate Pay Planb)	Total		Reportable Disability		Targeted Disability	
	#		#	%	#	%
Numerical Goal	--		12%		2%	
Grades GS-1 to GS-10	48330		6636	13.73	1779	3.68
Grades GS-11 to SES	33562		4477	13.34	959	2.86

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

The Internal Revenue Service (IRS) continues to uphold its commitment to being a model employer by ensuring participation of people with disabilities in the workforce aligns with the numerical goals as established by the Equal Employment Opportunity Commission (EEOC). During FY 2022, the IRS continued to share hiring summaries on a biweekly basis with the Veteran Employment and Schedule A coordinators within each business unit for dissemination throughout the IRS. Additionally, the numerical goals were briefed to senior leadership and front-line managers during annual commitment meetings. Some of the following activities demonstrate our efforts to further improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities: Managers received mandatory Veteran Employment and Uniformed Services Employment and Reemployment Rights Act (USERRA) training to raise awareness of the special hiring authorities used to attract disabled veterans, including 30% or more disabled; Managers are also required to take annual training delivered by the internal Integrated Talent Management (ITM) training modules, which include a large range of topics that cover a broad scope of disability protocol, noncompetitive hiring authority regulations and the processing of reasonable accommodation requests; Internal training on the Schedule A hiring authority was provided by the IRS Policy and Execution office in July of 2022; A staff of 15 employees were added to a new Special Emphasis Program Branch in the Strategic Talent Analytics and Recruitment Solutions (STARS) Department to focus on Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD) recruitment and staffing; The IRS' Veterans Outreach Program held planned activities to educate and serve the veteran workforce (including disabled veterans) on recruitment, hiring and retention. Lastly, the IRS conducted an employee resurvey campaign encouraging employees to voluntarily update their disability status information. The campaign ran from July 2022 through September 2022. At the beginning of the campaign (as of pay period 13 -FY 2022), the IRS had 80,328 permanent employees on the rolls of which 13.65% were PWD and 3.4% were PWTD. At the conclusion of the campaign (as of pay period 18 – FY 2022), the IRS had 81,982 permanent employees with 11.22% PWD and 3.35% PWTD. The overall total number of permanent employees increased by 1,654 but lowered the PWD percentage by 2.43%. The PWTD percentage also was reduced by .05% at the conclusion of the campaign. The Department is fully committed to supporting programs for the hiring, placement and advancement of people with disabilities and will continue to resurvey the workforce on a bi-annual basis to gather the critical information needed to assist in these efforts.

Section II: Model Disability Program

Pursuant to 29 C.F.R. § 1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no,” describe the agency’s plan to improve the staffing for the upcoming year.

Answer No

See MD-715, Part H. B.4

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing reasonable accommodation requests from applicants and employees	34	1	0	Elizabeth Flores-Velasquez, Associate Director, Disability Services Div, Office of Equity, Diversity and Inclusion (EDI) Elizabeth.A.Velasquez@irs.gov
Special Emphasis Program for PWD and PWTD	15	0	0	Christopher White, Branch Chief, Strategic Talent Analytics & Recruitment Solutions, Talent Acquisition Christopher.s.white@irs.gov Michael Sebastiani, Associate Director, Diversity & Inclusion Division, EDI michael.sebastiani@irs.gov
Architectural Barriers Act Compliance	0	0	315	Joseph J. Colaciello Program Manager, Facilities Management and Security Services (FMSS) Joseph.j.colaciello@irs.gov
Processing applications from PWD and PWTD	15	0	0	Christopher White, Branch Chief, Strategic Talent Analytics & Recruitment Solutions, Talent Acquisition Christopher.s.white@irs.gov
Answering questions from the public about hiring authorities that take disability into account	15	0	0	Christopher White, Branch Chief, Strategic Talent Analytics & Recruitment Solutions, Talent Acquisition Christopher.s.white@irs.gov
Section 508 Compliance	19	0	0	Maureen Goulder, Supervisory Supply Management Specialist, Wage and Investment Maureen.p.goulder@irs.gov Yolonda R. Humphrey, Supervisory IT Program Manager, Information Resources Accessibility Program Office yolonda.r.humphrey@irs.gov Robyn F. Luchau, HR Specialist, Talent Acquisition robyn.f.luchau@irs.gov

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes,” describe the training that disability program staff have received. If “no,” describe the training planned for the upcoming year.

Answer Yes

The IRS continues to regularly provide its disability program staff with the most up to date training available to ensure superior performance and service to its customers. In FY 2022, the IRS Reasonable Accommodations Coordinators (RAC’s) received extensive training in Sign Language Interpreting (SLI) and Communication Access Realtime Translation (CART) Services in addition to briefings on Reasonable Accommodation Case Finding Decisions. Additionally, all newly hired RAC’s are required to complete a comprehensive curriculum on RA training and receive “On the Job Instruction (OJI)” to successfully perform their duties. Furthermore, the IRS internal Integrated Talent Management (ITM) training system, which provides ongoing access to a wide range of topics covering a broad scope of disability protocol, non-competitive hiring authority regulations, and case processing is available for continued self-development.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no,” describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Answer No

See MD-715, Part H. B.4

Section III: Program Deficiencies In The Disability Program

Brief Description of Program Deficiency	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]		
Objective	To obtain exception hiring approval to fill critical vacancies to restore total EDI staffing levels based on the approved authorized staffing patterns in order to effectively manage its reasonable accommodation program (DSD).		
Target Date	Dec 1, 2022		
Completion Date	Nov 7, 2022		
	Target	Completion Date	Planned Activity
Planned Activities	Oct 31, 2022	Oct 13, 2022	Identify critical vacancies and submit listing to Chief of Staff requesting exception hiring approval.
	Dec 1, 2022	Nov 7, 2022	Reasonable Accommodation Coordinator vacancies -Implement pilot to bring on 10 collateral duty RACs.
	Dec 1, 2022	Nov 5, 2022	Reasonable Accommodation Coordinator vacancies -Announce and temporary fill RAC vacancies through 120 details.

Brief Description of Program Deficiency	B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]		
Objective	To obtain exception hiring approval to fill critical vacancies to restore total EDI staffing levels based on the approved authorized staffing patterns in order to effectively administer IRS special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager (DID)).		
Target Date	Sep 30, 2023		
Completion Date			
	Target Date	Completion Date	Planned Activity
Planned Activities	Oct 31, 2022	Oct 13, 2022	Identify critical vacancies and submit listing to Chief of Staff requesting exception hiring approval.
	Mar 31, 2023		SEPM vacancies -Partner with Chief of Staff to recruit and permanently hire at least one SEPM.

Brief Description of Program Deficiency	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no," please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.		
Objective	The Agency will take steps to re-examine the current Reasonable Accommodation procedures and establish appropriate metrics to ensure accurate timeframes are in place in an effort to improve the agency's timely processing of reasonable accommodation cases.		
Target Date	Sep 30, 2019		
Completion Date			
	Target Date	Completion Date	Planned Activity
	Jul 30, 2015	June 30, 2017	The Agency will expand the assessment of case cycle-time to include FY12 – FY 15 cases: a) identify where barriers to service delivery; b) evaluate the use of extenuating circumstance codes; and c) accurately define RA case processing timeframes. FY 16 will serve as a baseline year for testing the proposed measures, with continuous improvements being implemented in future years.

Planned Activities	Aug 1, 2015	May 30, 2015	The Agency will fully assess the Fiscal Year (FY) 14 RA closed case inventory by type to define RA timeliness measures to support the development of measures.
	Oct 1, 2015	July 30, 2015	The Agency will fully study the FY 14 closed RA inventory to identify cases meeting the current extenuating circumstances definition to specifically understand where barriers are to delivery.
	Feb 15, 2018	June 30, 2019	EDI will collaborate with the Human Capital Office (HCO) Automated Labor & Employee Relations Tracking System (ALERTS) database administrative team to initiate the identification and adding of new coding in the system to help address when various phases of the RA process cases should be suspended and to identify other inefficiencies.
	Apr 30, 2018	June 11, 2021	The Agency will implement the approved cycle-time and procedures recommended following: a) approval of recommended cycle-time changes internally and through Treasury and the Equal Employment Opportunity Commission (EEOC), b) training of personnel on the new procedures and cycle-time; c) notice to Labor Relations Strategy & Negotiations (LRSN) of the changes for notification to National Treasury Employee Union (NTEU); d) revision of IRM 1.20.2 and the National Agreement as necessary.
	Dec 10, 2018	Dec 7, 2018	The Agency will re-examine current RA procedures through a mapping and modeling process.
	Nov 15, 2019	June 11, 2021	Develop and implement a communications strategy to notify both managers, employees and strategic partners (FMSS), IT and IRAP) of the change in cycle timeframes.
	Dec 31, 2021		The agency will conduct an assessment of the reasonable accommodation process to identify opportunities to expedite decision making and fulfillment of RA needs, and implement any approved recommendation for enhancing the process.
	Accomplishments	Fiscal Year	Accomplishment
	2019	The Reasonable Accommodation Coordinators are making more effective and consistent use of applicable suspense codes in the reasonable accommodations request tracking systems (ALERTS). As a result of more accurate tracking and case handling enhancements, the IRS has experienced slight increases this fiscal year in the number of requests for accommodation resolved within 30 days of the original request.	

Accomplishments	Fiscal Year	Accomplishment
	2022	<p>On June 11, 2021, the Service published updated reasonable accommodation procedures which in part, changed the processing timeframe from 15 to 20 workdays. This change brought the IRS's timeframe in line with that of the Department of the Treasury and is less likely to create unrealistic expectations in light of the complex nature of many reasonable accommodation requests. In 2021, the IRS concluded a Lean Six Sigma (LSS) assessment of its reasonable accommodation process that began in February of 2020. Following data gathering, including eliciting input from all Business Units, the LSS team identified several process modifications which were socialized with all Business Units and implemented. The process modifications pertained to expediting accommodation request assessment and approval/denial, as well as fulfillment of accommodation needs involving adaptive technology or furniture and workspace modifications. Preliminary data suggests the modifications are yielding beneficial results as the average processing time in Fiscal Year 2020 was 89 workdays, 58 workdays in FY21 and 45 workdays FY22, Year to Date. It is, however, also important to note that the reasonable accommodation process is neither a static nor closed system. While previously the Service could be expected to address less than 1,000 requests for accommodation annually, beginning in the autumn of 2021 following the issuance of Executive Order 14043, the IRS received more than 6,700 requests for accommodation based either on medical needs or reported religious beliefs. The IRS has also made a variety of policy and program changes that have prompted a substantial number of accommodation requests, including, completing a phased return to the office for all employees. The unprecedented RA inventory levels, coupled with addressing novel issues such as those pertaining to balancing individual medical concerns with the risk of the spread of disease and balancing respect for religious beliefs with the need to carry out the Service's mission have strained resources. While the data suggest the IRS has made progress towards the goal, the Service remains committed to further exploring opportunities to expedite RA request processing. Some of those opportunities include, exploring adding staff or contract support personnel to facilitate the interactive dialogue between employees or applicants for employment with disabilities and IRS management, as well as navigating the various support functions involved with assessing and fulfilling many accommodation needs.</p>
	2020	<p>The IRS updated its reasonable accommodation procedures, making editorial changes such as adding program control information, fixing/ eliminating broken hyperlinks, changing office names and contact information etc. These changes did not alter the timeframe for processing accommodation requests. The IRS's contract with the union representing Bargaining Unit employees prescribes a 15-day period for implementing reasonable accommodations. The IRS also generally has an obligation to bargain with the union concerning implementation of changes to processes that impact Bargaining Unit employees. The Service must remain cognizant of its Labor obligations when modifying the timeframe(s) or making other changes to reasonable accommodation processes. The IRS is undertaking a review and analysis of its reasonable</p>

Accomplishments	Fiscal Year	Accomplishment
	2022	accommodation decision making and fulfillment processes to identify opportunities for enhancing efficiency and effectiveness. In February 2020 the IRS began a Lean Six Sigma evaluation of its RA processes. In July 2020 the LSS team concluded the data gathering phase of the study. In order to better position the LSS team to analyze the data and formulate recommended changes to processes best calculated to increase efficiency in the fulfillment of reasonable accommodation needs the IRS moved to include senior subject matter experts from the Facilities Management & Security Services as well as Information Technology functions in the LSS effort. The LSS team expects to present its findings and recommendations for changes to processes in early Fiscal Year 2021. Those recommendations will need to be vetted with partner support functions and might necessitate either contract or impact bargaining with the union before implementation.
	2021	The IRS continued a Lean Six Sigma evaluation of its RA processes. The LSS team identified and implemented quick hits with all Business Units. Preliminary data suggests that the quick-hits are yielding beneficial results, including a 47% decrease in cycle time. On June 11, 2021, the Service published updated reasonable accommodation procedures. Editorial changes were made for clarity and accuracy, including updating titles, website addresses, and legal and other references. The updates clarified: <ul style="list-style-type: none"> • If an accommodation can be provided in less than the maximum amount of time permitted, then it must be provided as soon as possible. Failure to do so might result in a finding that the agency violated applicable law. • The agency will not be expected to adhere to its usual timelines if an individual's health professional fails to provide needed documentation in a timely manner; moreover, the status of a pending request may be ascertained by contacting the servicing Reasonable Accommodation Coordinator. • Changed the processing timeframe from 15 to 20 workdays and clarified that the processing timeframe is not tolled while a determination is made as to whether medical documentation is needed. • Eliminated a provision authorizing a Deciding Official up to five days to provide written notice of a denial decision.

Section IV: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTB

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

The IRS continues to promote the improvement of recruitment, hiring, retention and advancement of individuals with disabilities in the federal workforce. For example, the IRS Strategic Talent Analytics & Recruitment Solutions (STARS) utilizes the Schedule A noncompetitive hiring authority announcement specifically targeting PWD and PTWD as well as the disability special hiring path when advertising positions on USAJOBS. Other resources include membership in nation-wide employee organizations such as Deaf in Government (DIG), the IRS Employee Resource Group -Deaf Empowerment Advocacy Forum (DEAF), and workshop presentations at career fairs.

2. Pursuant to 29 C.F.R. §1614.203(a)(3), describe the agency’s use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

The Service uses multiple non-competitive hiring authorities to appoint persons with disabilities to career conditional positions. The broadest authority, Schedule A, is open to all potential candidates who meet eligibility requirements. Eligible veterans are also identified using authorities addressing military service-connected disabilities such as the 30% or More Disabled Veteran and the Veteran Recruitment Appointment authorities.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority; and, (2) forwards the individual’s application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

The IRS routes the individuals’ applications to the Employment Operations office where a specially trained HR specialist processes the applications (resumes). The HR specialists pre-qualifies applicants and refers them directly to the hiring officials. Applicants must provide a signed Schedule A letter and hiring managers are provided a certificate including qualified applicants eligible for selection. Based upon the results of the interviews, hiring managers select the most qualified candidate from the certificate. If/when management elects to fill a vacancy using non-competitive procedures, they are provided with qualified applicants from the repository. Proof of the disability is required for appointments of persons with disabilities, including intellectual, psychiatric and severe physical disabilities. Schedule A Certification must contain: an official organizational letterhead, a reference to 5 CFR 213 3129(u), and a physical signature of the signee (Computer generated signature signatures are not accepted). Managers may request resumes from persons with disabilities from the IRS Schedule A resume repository, or from a focused recruitment effort. HR qualifies promising resumes submitted for review via a hiring request through USA Staffing and forwards qualified applicants resumes to the hiring manager for review and potential selection.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes,” describe the type(s) of training and frequency. If “no,” describe the agency’s plan to provide this training.

Answer Yes

Training is held on an ad hoc basis at the request of hiring managers and is included in the Strategic Talent Analytics & Recruitment Solutions (STARS) noncompetitive hiring options briefing. Hiring managers and analysts complete annual training in hiring veterans which includes specific information on the non-competitive authorities available, and the processes to hire disabled veterans. Hiring managers also receive additional information about hiring persons with disabilities in the manager curriculum. Information on Schedule A and Veteran Hiring Authorities are presented to new and existing members of the campus Submission Processing Recruitment Teams and IRS executives. Presentations emphasize the benefits of hiring persons with disabilities and veterans, while encouraging them to use Schedule A and Veteran hiring paths when announcing positions on USAJobs for competitive announcements or USA Staffing for non-competitive recruiting. The IRS published an internal article in March of FY22 entitled “Shared Services, EDI help with recruiting and hiring” in an effort to remind employees while recruiting for the most qualified applicants for vacant positions within their respective functions to consider diversity in all aspects of the process. Schedule A employment coordinators are provided training and encouraged to collaborate with

hiring managers on leveraging the Schedule A hiring authority for agency wide usage. This training covers legal use of the hiring authority, required documentation, how candidates are referred, and onboarding of these candidates.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

IRS collaborates with the Department of Veteran Affairs in targeting disabled veterans and with Department of Defense in providing internships for wounded service members transitioning from active duty. The IRS also works closely with the leadership of the Council of State Administrators for Vocational Rehabilitation, and by extension, with the counselors who support local partners in states where IRS offices are located. Additional contacts include the National Industries for the Blind and SourceAmerica for the purpose of promoting employment opportunities. The IRS points of contact encompass all 50 states including Washington, DC, the territories and over 696 rehabilitation services and agencies. In FY 2022, the USAJOBS Agency Talent Portal was used to recruit individuals with disabilities for jobs, resulting in 51 known applicants. Internally, the Local Accessibility Coordinator (LAC) program continues to serve as a vital resource to assist employees with disabilities in maintaining employment. Supporting IRS offices, such as the Information Resources Accessibility Program, Alternative Media Center, Information Technology, Learning & Education and W&I Integrated Talent Management work in partnership to provide field support to the LACs to ensure employees with disabilities receive or have the same access to services, programs, technology, electronic information, facilities, and are included in activities and developmental opportunities as provided to those without disabilities. In March of FY 2022, the IRS was involved with "A Seat at the Table Fair: DisABILITY, Multicultural and Military" at Georgia State University Career Fair. This discussion focused on efforts to support students with Disabilities, multicultural background, and military students. The IRS partners with Circa, DisabilityJobs.com, to post all vacancy announcements and engages organizations using the Circa platform (more than 27,000 diversity organizations). Additionally, the IRS hosts virtual information sessions with organizations to assist potential candidates on barriers they may encounter with entering the federal workforce. The IRS recruitment strategy involves identifying best practices and looking for partnering opportunities within the IRS divisions during the recruitment process for both internal and external hires. The goal is to attract potential job candidates with culturally diverse backgrounds that reflects the taxpayers we serve.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes," please describe the triggers below.

a. New Hires for Permanent Workforce (PWD) Answer Yes

b. New Hires for Permanent Workforce (PWTD) Answer No

Source: (B8 or new B1) " The PWD new hires rate (10.93%) was less than the 12% benchmark so it is a trigger. " The PWTD new hires rate (2.02%) exceeded the 2% benchmark so it is not a trigger.

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	0				
% of Qualified Applicants	0				
% of New Hires	0				

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission- critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires for MCO (PWD) Answer N/A
- b. New Hires for MCO (PWTD) Answer N/A

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

New Hires to Mission-Critical Occupations	Total #	Reportable Disability		Targeted Disability	
		Qualified Applicants (%)	New Hires (%)	Qualified Applicants (%)	New Hires (%)
Numarical Goal	--	12%		2%	

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Qualified Applicants for MCO (PWD) Answer N/A
- b. Qualified Applicants for MCO (PWTD) Answer N/A

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission- critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Promotions for MCO (PWD) Answer N/A

b. Promotions for MCO (PWTD)

Answer

N/A

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

Section V: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The IRS considers PWD/PWTD for advancement opportunities in various career developmental opportunities such as non- competitive details, promotions and internal merit promotions available to all employees agency wide. By proactively identifying barriers that could prohibit advancement of persons with disabilities, the IRS ensures sufficient opportunities for advancement exist. The Service adheres to established policies for advertising advancement opportunities as widely as possible and provides assistance to all employees in identifying and using tools and resources that will assist them in preparing for advancement opportunities in a fair and consistent manner.

B. CAREER DEVELOPMENT OPPORTUNITES

1. Please describe the career development opportunities that the agency provides to its employees

The IRS participates in the Leadership Succession Review to ensure all employees are prepared for leadership positions of increased scope of responsibility. Additionally, the IRS has agency-wide career development programs that support employee development in both technical and leadership competencies. Career development tools include but are not limited to: Details offered through the Service-wide Opportunity Listing website; Career Learning Plans (CLP) jointly developed by employees and their managers; Leadership Succession Review (LSR) process, which provides the opportunity for all employees interested in becoming managers to become actively involved with their development; Front Line Readiness Program (FLRP), designed to develop employees for front line manager positions; Senior Manager Readiness Program (SMRP), designed to develop competencies and skills necessary to prepare participants for Senior Manager (SM) positions; Executive Readiness (XR) Program, designed to identify and develop those interested in becoming an executive; SES Candidate Development Program (CDP), used to identify, develop, and select career Senior Executive Service (SES). In addition, IRS has mentoring and coaching programs available to those interested in improving their skills, but it is not a competitive program, rather management approval is required. The IRS advertises career developmental opportunities such as the

Mock Interview process, On-the-Job training (OJT) and Classroom Instructor Training (CIT) for Case Advocates and Technical Advisors. Help is available to employees who need assistance applying to these opportunities. Monthly Lunch & Learn sessions are held virtually as an effective way to communicate and educate employees on EEO policy, career development opportunities, and to emphasize the contributions of persons with disabilities. The IRS also has other various career development programs to support development for all employees in both technical and leadership competencies. Career development tools include but are not limited to: Details offered through the Service-wide Opportunity Listing website; Career Learning Plans (CLP) jointly developed by employees and their managers; Leadership Succession Review (LSR) process, which provides the opportunity for all employees interested in becoming managers to become actively involved with their development; Front Line Readiness Program (FLRP), designed to develop employees for front line manager positions; Senior Manager Readiness Program (SMRP), designed to develop competencies and skills necessary to prepare participants for Senior Manager (SM) positions; Executive Readiness (XR) Program, designed to identify and develop those interested in becoming an executive; SES Candidate Development Program (CDP), used to identify, develop, and select career Senior Executive Service (SES). In addition, IRS has mentoring and coaching programs available to those interested in improving their skills, but it is not a competitive program, rather management approval is required. The IRS advertises career developmental opportunities such as the Mock Interview process, On-the-Job training (OJT) and Classroom Instructor Training (CIT) for Case Advocates and Technical Advisors. Help is available to employees who need assistance applying to these opportunities. Monthly Lunch & Learn sessions are held virtually as an effective way to communicate and educate employees on EEO policy, career development opportunities, and to emphasize the contributions of persons with disabilities.

The IRS also has other various career development programs to support development for all employees in both technical and leadership competencies. Career development tools include, but are not limited to:

- Details offered through the Service-wide Opportunity Listing website
- Career Learning Plans (CLP) which are developed by employees and their managers
- Leading Leaders designed to develop competencies and skills necessary to prepare participants for Senior Manager (SM) positions.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (#)	Applicants (%)	Selectees (#)
Mentoring Programs	N/A	1098	N/A	11.96%	N/A	4.51%
Other Career Development Programs	194	57	31	12.28%	5	0%
Detail Programs	9045	525	1270	10.86%	136	.95%
Training Programs	N/A	N/A	N/A	N/A	N/A	N/A
Fellowship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Coaching Programs	N/A	119	N/A	5.8%	N/A	3.36%
Internship Programs	N/A	352	N/A	11.36%	N/A	2.84%

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes,” describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|---------------------|--------|-----|
| a. Applicants (PWD) | Answer | Yes |
| b. Selections (PWD) | Answer | Yes |

Internship Programs: There were 352 participants in various IRS Internship and Recent Grads programs; 40 (11.36%) were PWD which is slightly below the 12% goal. Therefore, a trigger exists for applicants in the Internship programs. However, we cannot determine whether triggers exist for selections since data is not available on the entire applicant population. Mentoring Programs: There were 1087 participants in the various IRS Mentoring programs that served as mentors or mentees; 130 (11.96%) were PWD, slightly below the 12% goal. However, we cannot determine whether triggers exist for selections since data is not available on the entire applicant population. Coaching Program: There were 153 participants in the IRS Coaching program that served as coaches or were coached. Only 10 (6.54%) were PWD which is below the 12% goal. Therefore, a trigger exists for applicants in the Coaching program. However, we cannot determine whether triggers exist for selections since data is not available on the entire applicant population. Relevant Pool: Total Permanent Workforce – PWD: 13.65% Detail Opportunities Program: The Detail Opportunities Program (GS-11 and above) had a Relevant Pool of 13.16%. There was a total of 9045 applicants; 1270 (14.04%) were PWD. A total of 57 (10.86%) of the 525 selectees were PWD. IRS has a trigger in the Detail Opportunities selections since the percentage was lower than the percentage of applicants. Relevant Pool: Grade equivalent 11-15s – PWD: 13.16% Leadership Development Programs: The Relevant Pool of grade equivalent 14 through 15 is 13.67%. The Executive Readiness (XR) Program had a total of 194 applicants; 31 (15.98%) applicants were PWD. A total of seven (12.28%) of the 57 selectees were PWD. IRS has a trigger in the XR selections since the percentage was lower than the percentage of applicants. Relevant Pool: Grade equivalent 14-15s – PWD: 13.67% XR Program - Applicants = 15.98% and Selections 12.28% *There was no announcement for the Candidate Development Program (CDP) in FY 2022.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes,” describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|----------------------|--------|-----|
| a. Applicants (PWTD) | Answer | Yes |
| b. Selections (PWTD) | Answer | Yes |

Internship Programs: There were 352 participants in the IRS Internship program; 10 (2.84%) were PWTD compared to the 2% PWTD goal. Therefore, no triggers exist for applicants. However, we cannot determine whether triggers exist for selections since data is not available on the entire applicant population. Mentoring Programs: There were 1087 participants in the various IRS Mentoring programs serving as mentors or mentees; 49 (4.51%) were PWTD which is above the 2% goal. However, we cannot determine whether triggers exist for selections since data is not available on the entire applicant population. Coaching Program: There were 153 participants in the IRS Coaching program serving as coaches or coachees. Five (3.27%) were PWTD which is above the 2% goal. However, we cannot determine whether triggers exist for selections since data is not available on the entire applicant population. Relevant Pool: Total Permanent Workforce – PWTD: 3.40% Detail Opportunities Program: A review of the Detail Opportunities Program revealed that of

the 9045 applicants for details at the GS-11 and above level, 136 (1.50%) were PWTD. Only five (0.95%) of the 525 selectees were PWTD. A trigger exists for PWTD for applicants because the percentage is lower than the percentage in the relevant pool (2.85%). In addition, there is a trigger for selections since the percentage selected was lower than the percentage of applicants. Relevant Pool: Grade equivalent 11-15s – PWTD: 2.85% Applicants 1.50% Selections 0.95% Leadership Development Programs: The Executive Readiness (XR) Program had a total of 194 applicants. Five (5) applicants were PWTD (2.58%). This is slightly below the Relevant Pool of grade equivalent 14 through 15 of 2.72%. There were no PWTD selectees. IRS has a trigger in the XR selections since the percentage was lower than the percentage of applicants. Relevant Pool: Grade equivalent 14-15s – PWTD: 2.72% XR Program - Applicants = 2.58% and Selections = 0.00%

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes,” please describe the trigger(s) in the text box.
 - a. Awards, Bonuses, & Incentives (PWD) Answer Yes
 - b. Awards, Bonuses, & Incentives (PWTD) Answer Yes

Source: (new B9-2) Total Time-Off Awards 1-10 Hours: “ The inclusion rate for PWD (10.76%) was less than the no disability inclusion rate (12.93%) so there is a trigger. ” The inclusion rate for PWTD (11.71%) was less than the no disability inclusion rate (12.93%) so there is a trigger. Total Time-Off Awards 11-20 Hours: “ The inclusion rate for PWD (8.94%) was less than the no disability inclusion rate (11.28%) so there is a trigger. ” The inclusion rate for PWTD (9.75%) was less than the no disability inclusion rate (11.28%) so there is a trigger. Total Time-Off Awards 21-30 Hours: “ The inclusion rate for PWD (4.74%) was less than the no disability inclusion rate (4.95%) so there is a trigger. ” The inclusion rate for PWTD (5.20%) was greater than the no disability inclusion rate (4.95%) so there is not a trigger. Total Time-Off Awards 31-40 Hours: “ The inclusion rate for PWD (16.78%) was less than the no disability inclusion rate (17.22%) so there is a trigger. ” The inclusion rate for PWTD (19.53%) was greater than the no disability inclusion rate (17.22%) so there is not a trigger. Total Cash Awards \$500 Under: “ The inclusion rate for PWD (15.50%) was less than the no disability inclusion rate (18.75%) so there is a trigger. ” The inclusion rate for PWTD (17.72%) was less than the no disability inclusion rate (18.75%) so there is a trigger. Total Cash Awards between \$501 and \$999: “ The inclusion rate for PWD (11.74%) was less than the no disability inclusion rate (12.85%) so there is a trigger. ” The inclusion rate for PWTD (15.21%) was greater than the no disability inclusion rate (12.85%) so there is a not trigger. Total Cash Awards between \$1000 and \$1999: “ The inclusion rate for PWD (39.73%) was less than the no disability inclusion rate (44.06%) so there is a trigger. ” The inclusion rate for PWTD (44.63%) was greater than the no disability inclusion rate (44.06%) so there is not a trigger. Total Cash Awards between \$2000 and \$2999: “ The inclusion rate for PWD (9.80%) was less than the no disability inclusion rate (12.12%) so there is a trigger. ” The inclusion rate for PWTD (11.64%) was less than the no disability inclusion rate (12.12%) so there is a trigger. Total Cash Awards between \$3000 and \$3999: “ The inclusion rate for PWD (8.71%) was less than the no disability inclusion rate (13.13%) so there is a trigger. ” The inclusion rate for PWTD (8.66%) was less than the no disability inclusion rate (13.13%) so there is a trigger. Total Cash Awards between \$4000 and \$4999: “ The inclusion rate for PWD (1.08%) was less than the no disability inclusion rate (1.54%) so there is a trigger. ” The inclusion rate for PWTD (1.05%) was less than the no disability inclusion rate (1.54%) so there is a trigger. Total Cash Awards greater than \$5000: “ The inclusion rate for PWD (0.69%) was less than the no disability inclusion rate (1.41%) so there is a trigger. ” The inclusion rate for PWTD (0.55%) was less than the no disability inclusion rate (1.41%) so there is a trigger.

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 1 - 10 Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 1 - 10 Hours: Average Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 Hours: Average Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 Hours: Average Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 Hours: Average Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Average Hours	0	0.00	0.00	0.00	0.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$501 - \$999: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$501 - \$999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$501 - \$999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$1000 - \$1999: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$1000 - \$1999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$1000 - \$1999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$2000 - \$2999: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$2000 - \$2999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$2000 - \$2999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Average Amount	0	0.00	0.00	0.00	0.00

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes,” please describe the trigger(s) in the text box.

- a. Pay Increases (PWD) Answer Yes
- b. Pay Increases (PWTD) Answer Yes

Source: (new B9-2) “ The inclusion rate for PWD (2.86%) was less than the no disability inclusion rate (3.73%) so there is a trigger. ” The inclusion rate for PWTD (3.24%) was less the no disability inclusion rate (3.73%) so there is a trigger

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	0	0.00	0.00	0.00	0.00

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes,” describe the employee recognition program and relevant data in the text box.

- a. Other Types of Recognition (PWD) Answer N/A
- b. Other Types of Recognition (PWTD) Answer N/A

Not Applicable

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes,” describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. SES
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A
- c. Grade GS-14
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A

d. Grade GS-13

- | | | |
|--|--------|-----|
| i. Qualified Internal Applicants (PWD) | Answer | N/A |
| ii. Internal Selections (PWD) | Answer | N/A |

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes,” describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

- | | | |
|---|--------|-----|
| i. Qualified Internal Applicants (PWTD) | Answer | N/A |
| ii. Internal Selections (PWTD) | Answer | N/A |

b. Grade GS-15

- | | | |
|---|--------|-----|
| i. Qualified Internal Applicants (PWTD) | Answer | N/A |
| ii. Internal Selections (PWTD) | Answer | N/A |

c. Grade GS-14

- | | | |
|---|--------|-----|
| i. Qualified Internal Applicants (PWTD) | Answer | N/A |
| ii. Internal Selections (PWTD) | Answer | N/A |

d. d. Grade GS-13

- | | | |
|---|--------|-----|
| i. Qualified Internal Applicants (PWTD) | Answer | N/A |
| ii. Internal Selections (PWTD) | Answer | N/A |

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes,” describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWD)	Answer	N/A
b. New Hires to GS-15 (PWD)	Answer	N/A
c. New Hires to GS-14 (PWD)	Answer	N/A
d. New Hires to GS-13 (PWD)	Answer	N/A

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes," describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWTD)	Answer	N/A
b. New Hires to GS-15 (PWTD)	Answer	N/A
c. New Hires to GS-14 (PWTD)	Answer	N/A
d. New Hires to GS-13 (PWTD)	Answer	N/A

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes," describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

b. Managers

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

c. Supervisors

- | | | |
|--|--------|-----|
| i. Qualified Internal Applicants (PWD) | Answer | N/A |
| ii. Internal Selections (PWD) | Answer | N/A |

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

6. Does your agency have a trigger involving PWTB among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes," describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

- | | | |
|---|--------|-----|
| i. Qualified Internal Applicants (PWTB) | Answer | N/A |
| ii. Internal Selections (PWTB) | Answer | N/A |

b. Managers

- | | | |
|---|--------|-----|
| i. Qualified Internal Applicants (PWTB) | Answer | N/A |
| i. Internal Selections (PWTB) | Answer | N/A |

c. Supervisors

- | | | |
|---|--------|-----|
| i. Qualified Internal Applicants (PWTB) | Answer | N/A |
| ii. Internal Selections (PWTB) | Answer | N/A |

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury's commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes," describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|------------------------------------|--------|-----|
| a. New Hires for Executives (PWD) | Answer | N/A |
| b. New Hires for Managers (PWD) | Answer | N/A |
| c. New Hires for Supervisors (PWD) | Answer | N/A |

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes,” describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.
 - a. New Hires for Executives (PWTD) Answer N/A
 - b. New Hires for Managers (PWTD) Answer N/A
 - c. New Hires for Supervisors (PWTD) Answer N/A

Treasury and the bureaus do not have accurate Applicant Flow data required to submit a response to this question. Given Treasury’s commitment to provide accurate and reliable data, based on the challenges identified in the Executive Summary, Treasury made the decision to exclude Applicant Flow data from the FY 2022 submission. OCRE is hopeful that efforts made in FY 2023 will provide Treasury the opportunity to submit accurate Applicant Flow data and Part J responses for the FY 2023 report.

Section VI: Plan to Improve Retention of Persons with Disabilities

To be model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If “no,” please explain why the agency did not convert all eligible Schedule A employees.

Answer No

Of the 36 Schedule A employees with a disability eligible for conversion in FY 22, 14 employees were converted untimely due to the conversion PARs being submitted late; however, as of the 4th quarter, all 36 conversions had been processed. IRS Human Capital Office (HCO) is collaborating with the Business Based Divisions (BBDs) to ensure all future PARs are submitted timely for conversion. All FY23 Q1 PARs are on schedule for timely processing.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes,” describe the trigger below.
 - a. Voluntary Separations (PWD) Answer Yes
 - b. Involuntary Separations (PWD) Answer Yes

Source: (B14) " The inclusion rate for PWD (13.36%) exceeded the inclusion rate for persons with no disability (12.43%) for voluntary separations so there is a trigger. " The inclusion rate for PWD (0.93%) exceeded the inclusion rate of persons with no disability (0.88%) for involuntary separations so there is a trigger.

Seperations	Total (#)	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	720	0.92	0.86
Permanent Workforce: Resignation	6212	6.92	7.58
Permanent Workforce: Retirement	3607	4.52	4.32
Permanent Workforce: Other Separations	775	1.80	0.80
Permanent Workforce: Total Separations	11314	10.83	13.56

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes," describe the trigger below.

- | | | |
|-----------------------------------|--------|-----|
| a. Voluntary Separations (PWTD) | Answer | Yes |
| b. Involuntary Separations (PWTD) | Answer | Yes |

Source: (B14) " The inclusion rate for PWTD (12.73%) exceeded the inclusion rate for persons with no disability (12.43%) for voluntary separations so there is a trigger. " The inclusion rate for PWTD (0.95%) exceeded the inclusion rate of persons with no disability (0.88%) for involuntary separations so there is a trigger.

Seperations	Total (#)	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	720	0.94	0.87
Permanent Workforce: Resignation	6212	6.05	7.54
Permanent Workforce: Retirement	3607	5.22	4.32
Permanent Workforce: Other Separations	775	1.41	0.92
Permanent Workforce: Total Separations	11314	13.63	13.65

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

In FY22, of the PWD that separated from the agency, 31.4% retired and 49.7% resigned. The Exit Survey results (as of Q3) showed that PWD resigned due to personal circumstances (10.0%) or transferred to another agency (6.7%). Job related stress had the highest impact on this group (49.2%). Nearly two-thirds (65.2%) of PWD respondents indicated they would return to work after separating due to Job-Related Stress, and the same percentage (65.2%) indicated that something could have been done to prevent them from separating.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 CFR §1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

<https://www.irs.gov/about-irs/accessibility-notice-of-rights>

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint

<https://www.irs.gov/pub/irs-utl/taxpayer-accessibility-guide.pdf>

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

In response to the pandemic, the Service first moved to have most employees work from home but subsequently called certain mission-critical employees back to the office. A phased approach to bringing the entire workforce back to work in the office was later initiated with varying frequency depending on the nature of the jobs performed and other circumstances. This large movement concerning where work is performed highlighted various issues concerning accommodation. The Service is exploring how to best balance the obligation to accommodate employees with disabilities while either working in the office or at home while avoiding the spending of appropriated funds for personal use items in an effort to be a good steward of taxpayer dollars. The IRS successfully transitioned from General Services Administration (GSA) Federal Relay Services (FRS) to Federal Communications Commission (FCC) Telecommunications Relay Services (TRS) and contractual services. FRS provides telecommunications services for federal employees who are Deaf or Hard of Hearing or have speech disabilities. To ensure employees experienced improved access, enhanced service and no loss of coverage, the IRS worked closely with GSA to transition 6 of the 8 telecommunication services from FRS to TRS which comes at no cost to government agencies. In addition, for the two remaining services not covered by TRS, IRS used GSA's Multiple Award Schedule (MAS) and awarded contracts for Video Remote Interpreting (VRI) and Relay Conference Captioning (RCC). GSA decommissioned FRS on February 13, 2022 and the IRS successfully transitioned timely. The Internal Revenue Service is committed to ensuring accessibility of agency facilities and technology for employees, the taxpaying communities they

serve and the partner organizations that are provided federal financial assistance. Highlights of improvement actions the agency has undertaken in FY22 are as follows: Due to the pandemic, the Service conducted annual compliance visits with recipients of federal financial assistance “virtually” in FY21; however, with staff vacancies and the recognized advantage of “onsite” compliance reviews to better assess and improve accessibility of facilities and programs, a decision was made to halt compliance reviews until FY23. The Service still continues to conduct training with IRS employees through events such as SABA open enrollment sessions, participation in the Fundamental Management Skills course for new IRS managers, and direct requests from business unit managers to speak directly to their employees about the topic of taxpayer civil rights, including the importance of reasonable accommodations for taxpayers with disabilities. The IRS is partnering with Microsoft (MS) representatives to have IRS employees with disabilities provide MS with feedback concerning accessibility of MS Teams from the perspectives of Deaf/ Hard of Hearing, blind/low vision and other users with disabilities. The effort will involve focus groups conducted beginning in May 2022. Expected outcomes include identifying settings options that best meet the needs of the diverse user groups and possible adjustments to IT security controls and perhaps enhancements to future iterations of MS Teams. The IRS has published numerous articles in support of accessibility. Some of the articles published include, but are not limited to the following: “NDEAM: America’s Recovery: Powered by Inclusion”; “Where to go for Equity Diversity and Inclusion (EDI) Questions? (EDI Mailbox)”; “National Braille Literacy Month”; “What does Diversity, Equity, Inclusion and Access (DEIA) mean?”; “Where to go for EDI Services”; and “American Heart Month” and “IRS Employee Organizations/ Employee Resource Groups.”

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

The reasonable accommodation process is neither a static nor closed system. Previously the Service could be expected to address less than 1,000 requests for accommodations annually; however, following the issuance of Executive Order 14043 (in the fall of 2021), which required employees be vaccinated against Covid-19, the IRS received more than 6,700 requests for accommodation based on medical needs or religious beliefs and more than 3600 requests for accommodation not related to the vaccine mandate. The IRS also made a variety of policy and program changes in light of the evolving nature of the pandemic environment including a phased return to office for all employees which also prompted substantial numbers of accommodation requests. The unprecedented RA inventory levels coupled with addressing novel issues such as balancing individual medical concerns with the risk of the spread of disease or balancing respect for religious beliefs with the need to carry out the Service’s mission have strained resources. As a result, cycle times increased from 70 days in Sept 2021 to 83 days in Sept. 2022. The Service remains committed to further exploring opportunities to expedite RA request processing such as adding staffing or contract support personnel to facilitate the interactive dialogue between employees/applicants with disabilities and IRS management as well as navigating the various support functions involved with assessing and fulfilling varying accommodation needs.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

Implementation of Treasury's Reasonable Accommodations Tracker (RA Tracker), an application information system that is used to report department wide reasonable accommodations requests and provide aggregate data through generated reports annually to the Office of Personal Management (OPM) and EEOC, has been delayed. The original plan was to finalize all enhancements by April 2022 and implement in May; however, due to the unprecedented RA inventory of over 3600 cases, three times the usual annual inventory, implementation is now delayed to Q2 of FY23 to allow for a feature to auto-populate fields through HR connect. This feature would reduce intake from ten minutes to two to three minutes. The IRS continues to effectively provide training service-wide. For example, the Disability Services Section (DSS) conducted two training sessions for 150 Front Line Managers on Sign Language Interpreting (SLI) and Communication Access Realtime Translation (CART) Services in June and July of 2022. These sessions were intended for both new managers and as a refresher for managers that supervise employees who are Deaf and Hard of Hearing. Discussions included the SLI virtual, face-to-face, remote and onsite CART services. It also showcased the Telecommunication Relay Services (TRS) which included Video Relay Services (VRS) and Conference Captioning (CC). Additionally, the IRS' Equity, Diversity and Inclusion (EDI) and General Legal Services (GLS) offices partnered to develop and deliver Reasonable Accommodation (RA) training for managers, including information on proper management responses to commonly encountered challenges highlighted in decisions where the Service failed to accommodate individual employees. The training was rolled out to over 500 managers in the Wage & Investment organization during three sessions in August 2022. The IRS Reasonable Accommodation Training Cadre also presented approximately 46 training sessions (totaling over 61 hours) on varying topics, to a total of 3,221 participants of which at least 2,338 were managers. Particularly noteworthy highlights of these trainings being: • RA Open Enrollment Sessions in SABA, July -September • EDI, Reasonable Accommodations Return to Office training for managers, May -July • The first Face to Face training presentation requested since returning to office from pandemic closures (Austin, TX) was held on July 26, 2022 in Austin, TX. • Reasonable Accommodations training session for newly hired EEO Counselors Training was also provided via Lunch and Learn sessions, including topics such as "Inclusion in Action – An Overview of Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce," and "Reasonable Accommodation (RA) Services, RA Requests and Return to Office (RTO), and the HCO Hardship Program." The IRS's Reasonable Accommodation (RA) program focused its efforts on addressing large numbers of pandemic-related RA requests including medical and religious based requests for exemption from the vaccination requirements, requests for exemption from testing and mask wearing requirements and requests for telework etc. Notable impacts include the total number of sign language and CART services requested increasing from 1,095 requests received (Q1) to 1,355 requests (Q3) – resulting in an increase of services filled by the contract vendor (from 397 requests to 1005 requests respectively). Despite the increase in the number of requests for face-to-face services with the return to office, the program fill rate increased to 99% in the 3rd quarter. Lastly, in response to an expected hiring surge in FY 2022, which would likely include a number of new employees with disabilities, the IRS purchased an inventory of the most commonly needed hardware components of adaptive technology accommodation solutions so the accommodations could be quickly furnished without the need to procure the necessary items.

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 CFR §1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

The IRS is converting the previously published Interim Guidance for Personal Assistance Services (PAS) into a section of the Internal Revenue Manual (IRM) on June 10, 2022, to enable managers and employees to readily locate the policy and procedures. Information on PAS is available on the IRS's internal and external websites. Training on PAS was incorporated into a broader Reasonable Accommodation training session presented to managers in the Wage & Investment Division of the IRS. To date, the IRS has not received a request for PAS but is poised to respond if/when a request is made.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the governmentwide average?

Answer No

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

Not Applicable

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Answer Yes

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency

(1) IRS-21-0023-F (R/A) ORDER The IRS shall take the following actions within 120 calendar days of this decision becoming final: 1. Evaluate Complainant's current situation and ensure her accommodation issues have been completely resolved. 2. Provide in-depth training for S1 and S2 specific to managerial responsibilities as they relate to the reasonable accommodation process. 3. Pay proven compensatory damages (if any) with respect to the Complainant within sixty (60) days of receipt of the order establishing the amount of damages to which the Complainant is entitled; guidance regarding compensatory damages is attached. 4. In the absence of any evidence that the Complainant was represented by an attorney, Complainant is not entitled to petition for attorney's fees. 5. Post a notice on all bulletin boards (electronic or physical) at the facility where the discrimination occurred for a period no less than 60 days. In addition, the Agency shall provide a report with appropriate documentation showing implementation of these remedies, with the first report due within sixty (60) days of receipt of this decision and with reports issued monthly until a final implementation report is issued. (2) IRS-21-0348-F (R/A) ORDER The IRS shall take the following actions within 120 calendar days of this decision becoming final: 1. Evaluate Complainant's current situation and determine an effective reasonable accommodation for Complainant, including the possibility of a temporary or permanent reassignment. 2. Restore any and all leave Complainant took related to the denial of reasonable accommodation, beginning on February 1, 2021. 3. Pay Complainant the applicable salary for the time she spent on Leave Without Pay (LWOP), beginning on April 14, 2021. 4. Provide two (6) hours of training on the Agency's obligations under the Rehabilitation Act to the managers identified as S2, S3, D1 and SRA. 5. In compliance with the Elijah Cummings Federal Employee Antidiscrimination Act of 2020, Public Law 116-283, within 60 days of receiving the FAD, notify OCRD: (1) whether disciplinary action has been proposed against the identified discriminating officials and (2) the reasons for any proposed disciplinary action. If disciplinary action is not taken, provide a brief explanation regarding the reasons why disciplinary action was not proposed. 6. Post the attached Notice on all bulletin boards (electronic or physical) at the facility in Ogden, Utah where the discrimination occurred, for a period no less than 60 days. 7. Provide a report with appropriate documentation showing implementation of these remedies, with the first report due within sixty (60) days of receipt of the decision and with reports issued monthly until a final implementation report is issued. 8. In the absence of any evidence that the Complainant was represented by an attorney, Complainant is not entitled to petition for attorney's fees. 9. Pay proven compensatory damages (if any) with respect to the Complainant within sixty (60) days of receipt of the order establishing the amount of damages to which the Complainant is entitled; guidance regarding compensatory damages is attached. In addition, the Agency shall provide a report with appropriate documentation showing implementation of these remedies, with the first report due within sixty (60) days of receipt of this decision and with reports issued monthly until a final implementation report is issued. (3) IRS-21-0644-F (R/A) ORDER The IRS shall take the following actions: 1. To the extent that a mask mandate is still in effect in the building where Complainant works, ensure that Complainant is offered an effective reasonable accommodation of full-time telework. In the alternative, the Agency must provide Complainant the option of being transferred or reassigned to a different location or vacant funded position, with no reduction in pay from her current position, where she will not be required to wear a mask, or where she will be granted full-time telework. If Complainant is going to be transferred to a different work location, Complainant should be consulted as to her location preferences and presented with several options, where possible, in her preferred areas. 2. Reinstate accrued sick and annual leave that Complainant used between April 2021 and the date of this decision, resulting from failure to provide reasonable accommodation. Complainant shall submit evidence to document the dates of any such leave within thirty (30) days of the date of receipt of this decision. 3. Pay compensatory damages (if any) with respect to Complainant within sixty (60) days of receipt of the order establishing the amount of damages to which Complainant is entitled; guidance regarding compensatory damages is attached. Per the below guidance, Complainant may submit evidence of compensatory damages within thirty (30) days of the date of receipt of this decision. 4. If Complainant uses the services of an attorney, she may petition for attorney's fees, in accordance with

29 CFR §1614.501(e). Any request for attorney's fees must be submitted to the Acting Director, Office of Civil Rights and Diversity, within thirty (30) days of the date of receipt of this decision. 5. Provide a minimum of six (6) hours of EEO training to S2 and S3, with an emphasis on disability discrimination and management's obligations to provide reasonable accommodation. 6. Consider taking appropriate disciplinary action against S2 and S3. Please note that training is not considered disciplinary action. 7. In compliance with the Elijah Cummings Federal Employee Antidiscrimination Act of 2020, Public Law 116-283, within sixty (60) days of receiving the FAD, notify OCRD: (1) whether disciplinary action has been proposed against the identified discriminating officials and (2) the reasons for any proposed disciplinary action. If disciplinary action is not taken, provide a brief explanation regarding the reasons why disciplinary action was not proposed. 8. Within ten (10) days of this decision, post the attached notice regarding discrimination on all employee bulletin boards, both electronic and physical, in the IRS 2970 Philadelphia, PA facility, as well as on the SB/SE main intranet site. The notice shall remain posted for sixty (60) consecutive days. In the absence of electronic bulletin boards, the notice must be emailed to all employees' supervisors and managers in the SB/SE unit of the facility. The original signed notice is to be provided to the Office of Civil Rights within ten (10) calendar days of the expiration of the posting period. 9. Provide a report to OCRD with appropriate documentation showing implementation of these remedies, with the first report due within sixty (60) days of receipt of the decision and with reports issued monthly until a final implementation report is issued.

Section VIII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Answer No

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Answer N/A

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

Source of the Trigger		Workforce Data (if so identify the table)				
Specific Workforce Data Table		Workforce Data Table - B6				
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?		Lower than expected participation for PWDs in mission critical occupations Revenue Agents and Revenue Officers when compared to the federal goal of 12 percent. •GS-11/12/13/14 for Revenue Agent (GS-0512) •GS-12/13/14 for Revenue Officer (GS-1169)				
STATEMENT OF BARRIER GROUPS:		Barrier Group				
		People with Disabilities				
Barrier Analysis Process Completed?:		N				
Barrier(s) Identified?:		N				
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		Barrier Name	Description of Policy, Procedure, or Practice			
		Barrier	The specific policy, procedure, or practice causing the less than expected participation rates for people with disabilities is currently unknown. Further analysis is needed.			
Objective(s) and Dates for EEO Plan						
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description	
10/01/2018	09/30/2019	Yes			To increase access to advancement opportunities for the Revenue Agent position for PWDs at the GS-11/12/13/14 grade levels in the IRS.	
Responsible Official(s)						
Title		Name		Standards Address The Plan?		
Chief Diversity Officer - Equity, Diversity & Inclusion		Valerie Gunter		No		
IRS Human Capital Officer		Kevin McIver		No		
Planned Activities Toward Completion of Objective						
Target Date	Planned Activities			Sufficient Staffing & Funding?	Modified Date	Completion Date
10/17/2018	Conduct outreach to Agency leadership regarding the empowerment of PWDs in the workplace.			Yes		10/17/2018
10/30/2018	Meet with employee organizations to identify any issues employees encountered during the application/hiring process for a Revenue Agent position			Yes		10/30/2018
01/03/2019	Meet with the program manager responsible for the "Service Wide Opportunities Listing" to discuss strategies to ensure that all BUs post job vacancies on the "Service Wide Opportunities Listing" so that employees are aware of internal job opportunities			Yes		01/03/2019

01/15/2019	Review position descriptions to determine if there are any mobility restrictions for this occupation.	Yes		01/15/2019
01/30/2019	Review the participation rate of PWDs in leadership programs to determine if barriers exists that are negatively impacting leadership opportunities for this group.	Yes		01/30/2019
01/30/2019	Establish a barrier analysis project team of EDI, HCO and management to assist in identifying barriers impacting the participation rate of PWDs in GS- 0512 and higher grades.	Yes	09/30/2020	01/15/2020
03/03/2019	Connected recruitment with Denise Brown, President of the Greater Philadelphia Chapter of the National Federation of the Blind and FEMA Region III Disability Integration Specialist.	Yes		03/03/2019
06/30/2020	Collaborate with HCO to review the IRS selection/hiring process.	Yes		06/30/2020
09/30/2020	Collaborate with HCO to review the promotion policy.	Yes		06/30/2020
09/30/2020	Develop recommendations from barrier analysis and present to EDI leadership.	Yes		09/03/2020
10/15/2020	Develop workplan to address barriers identified.	Yes		10/02/2020
01/31/2021	Develop and issue a memo to business unit executives to ensure managers and selecting officials are informed of IRS hiring goals of 12% for PWD and 2% for PWTD	Yes		09/16/2021
03/30/2020	Review for FY 19 & FY20 data for PWD/PWTD to determine if trends have changed in the various areas initially reviewed (FY16-18)	Yes		011/03/2021
12/30/2019	For FY20 EDI will continue to identify the root cause for the barrier for this group and will establish action items to assist with removing the barrier.	Yes	09/30/2020	01/15/2020
03/30/2022	Identify and review benchmarks against other federal agencies to determine what has been done to increase participation rates for PWD/PWTD	Yes		
06/30/2022	Review promising practices reported out as part of Executive Order 14035 to identify options for IRS to engage further	Yes		
06/01/2021	Establish a mock interview cadre available to all employees for the enhancement of their interview skills.	Yes	06/01/2021	
10/30/2021	Host National Disability Employment Awareness Month (NDEAM) event bringing awareness to PWDs in the workforce and the boundless opportunities available to all employees for all positions and grades.	Yes	10/13/2021	
Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
02/28/2022	Special emphasis program manager (SEPM) will meet with the program manager for Executive Order 14035 to review and discuss promising practices to identify options for IRS to engage further to increase participation rates for PWDs.	Yes		02/07/2022
07/30/2022	EDI will partner w/ HCO to deliver a presentation on mentoring servicewide.	Yes		07/27/2022
11/30/2022	Collaborate with appropriate personnel to bring awareness and provide accurate information about hiring goals and special hiring authorities by disseminating information throughout agency.	Yes		
03/31/2023	Collaborate with appropriate personnel to provide education on targeted disabilities.	Yes		

04/30/2023	Provide Employee Organizations/Employee Resource Groups, Relationship Managers, and Business Based Divisions with FY23 Q1-Q2 data to monitor agency's progress toward increasing the participation of PWDs (overall and for all MCO's, all grades).	Yes		
06/30/2023	Collaborate with appropriate personnel to conduct a SF-256 campaign to bring awareness to the importance of and directions on how to self-identify as having a disability, to update current SF-256, or to submit initial SF-256, via podcast, a articles, emails, etc.	Yes		
10/31/2023	Plan NDEAM event	Yes		
10/31/2023	Host NDEAM event to bring awareness to PWDs in the workforce and the boundness opportunities available to all employees for all positions and grades.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2018	A Disability Awareness program was conducted to educate and provide resources for managers to increase opportunities for persons with disabilities. Members from the "Employee Organization Visually Impaired Employee Workforce (VIEW)" were interviewed to identify any reason(s) for the low participation rate of Revenue Agents within the Agency.
2019	<p>Presentation was conducted on 'topic; "America's Workforce, Empowering All": the Director of the Employer Policy Team at the Department of Labor's Office of Disability Employment Policy (ODEP) provided managers and employees with information to assist them with employing and including PWD.</p> <p>Collaborated with IRS recruitment, the Greater Philadelphia Chapter of the National Federation of the Blind and FEMA Region III Disability Integration Specialist to provide resume's to IRS HCO.HCO has agreed to accept applications from these agency's for RO positions grades 11-14</p>
2020	<p>The Barrier Analysis (BA) team provided a briefing to Chief Diversity Officer, Associate Director, Diversity and Inclusion, Embedded EDI Directors, Associate Directors and Relationship Managers on the data, policy, practices and procedures that impacted the trigger contributing to low participation rates for PWD/T in RA and RO positions GS 11-14.</p> <p>Training was developed by the BA team to provide interviewing techniques for PWD/T.</p>
2021	<p>The Barrier Analysis (BA) team conducted an analysis of Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD) in Revenue Agent (RA) and Revenue Officer (RO) positions within the IRS. The analysis compared the existing participation rates to the goals of 12% for PWD and 2% for PWTD within the GS-11 to GS-15 grade cluster. Listed below are the specific areas where the goals were not met.</p> <p>Participation rate for RAs (Job Series 0512):</p> <p>GS-12 – PWD 11.17% GS-13 – PWD 8.14% and PWTD 1.84% GS-14 – PWD 6.50% and PWTD 1.42% GS-15 – PWD 7.35%</p> <p>Participation rate for ROs (Job Series 1169):</p> <p>GS-12 – PWD 8.97% and PWTD 1.82% GS-13 – PWD 7.77% and PWTD 1.27% GS-14 – PWD 6.31% GS-15 – *GS 15 positions were not considered because the total positions are less than 2.</p> <p>This analysis was shared with the Business Based Directors (BBDs) for each division and BBDs were reminded to consider PWD/PWTD when filling RA & RO positions. The Service also delivered "Unconscious Bias" and "Interviewing Techniques" training to IRS employees.</p>

2022	<p>SEPM and program manager for Executive Order 14035 collaborated and discussed promising practices reported out as part of Executive Order 14035 to identify options for IRS to further increase participation rated for PWDs. The SEPM began developing training on Destigmatizing Mental Health and Depression Issues as identified as a need in the Government-wide Strategic Plan to Advance DEIA in the Federal Workforce, November 11, 2021.</p> <p>As of August 18, 2022, the mock interview cadre conducted 85 mock interviews.</p> <p>Facilitated an agency-wide event on October 21, 2022, for NDEAM featuring an IRS employee with a disability to bring awareness of PWDs in the workforce and highlighted the boundless opportunities available to all employees for all positions and grades. EDI is partnering with the Dept. of Treasury to facilitate an all bureau NDEAM event; the planning committee has been meeting since July 2022.</p> <p>The agency employee organization, Visually Impaired Employee Workforce (VIEW) continually advises and guides members (most members are blind or visually impaired) regarding issues that may arise in the everyday workplace such as reasonable accommodations, telework needs, troubleshooting and guidance on where to obtain assistance with software and hardware issues. The VIEW president has participated in projects such as the Treasury barrier analysis in support of the PWD community and most recently became fully engaged with IRS-Microsoft workshops focused on providing guidance and assistance to the PWD user community for navigating the ongoing Microsoft 365 migration as it relates to their assistive technology's software and hardware tools. The VIEW president also presently serves as a SharePoint System administrator/citizen developer giving special focus to development of 508 compliant SharePoint sites and content. At the end of Q3 in FY22, the agency had 21.78% employees who were blind or visually impaired with 12.5% being revenue agents and 20% being revenue officers. The work of VIEW guides and assists these employees with the resources they need, and develops effective strategies and tools to enable them to bring their whole selves to work. This allows employees to fully focus on their jobs, advance their careers, and better serve the agency. VIEW uses their collective strength to confront workplace issues for the blind and visually impaired which could impede career development, advancement, and retention. Furthermore, VIEW members can network and develop new skills, assisting them with advancing their careers.</p> <p>The agency employee resource group, Military Outreach for Service (MOS) is largely comprised of military veterans (disabled vets make up 32% of agency PWD population with 7.3% being revenue agents and 5.98% being revenue officers). Its mission is to promote a veterans virtual network and community, and serves as an organization where IRS veteran employees can form collaborative relationships by sharing knowledge, mentoring, practical transition advice, and promote veteran celebrations in the IRS workplace. In FY22, MOS focused on establishing regular outreach with its members via bi-monthly newsletter emails and monthly virtual national meetings that shared articles, training opportunities and job announcements for all members, including revenue agents/officers. IRS MOS hosted multiple virtual training workshops to support professional development of veterans. Topics included Resume Writing, Veterans Administration Benefits and Services, the Military Buy-Back Program, and the IRS Mock Interview Program.</p> <p>Additionally, MOS hosted a panel with its two Executive sponsors entitled, "Answers to your Career, Professional Development, and Leadership Questions – Ask Our Senior Executives." These professional development opportunities were attended by over 850 employees. Additionally, we've had the following participation in the programs below:</p> <ul style="list-style-type: none"> • Mentoring program: 11.96% PWDs & 4.51% PWTDs • Coaching program: 5.88% PWDs & 3.36% PWTDs • Detail program: 10.86% PWDs & 0.95 PWTDs • Leadership development program: 8.39% PWDs & 2.10% PWTDs
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4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

Not Applicable

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

•Exceeded the 12% for RA: GS-11, 12 •Increased the participation rate of: RA GS-12, 14 and RO GS-12, 14 •Increased RA PWD New Hires •Eliminated complaints filed based on allegations of disability discrimination related to non-selection for the position of RAs and/or ROs

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

Please refer to planned activities listed above on how the agency will focus efforts on to increase (1) Participation rate of PWDs in RA GS 13, 14 (2) RO 12, 13, 14



IRS Human Capital Operating Plan

2022 - 2026

Revision History

Date	Document Version	Document Revision Description	Document Author
01/12/2022	1.0	First release to Chief Human Capital Officer	Office of Human Capital Strategy and Planning
03/30/2022	1.1	Revised format to comply with 508 requirements	Office of Human Capital Strategy and Planning; W&I, Media & Publications Distribution
6/28/2022	1.2a	Revised to make minor corrections and edits	Office of Human Capital Strategy and Planning

Approval Date	Approved Version	Approver	Approver Role
01/12/2022	1.0	Kevin Q. McIver Carrie Holland	IRS Chief Human Capital Officer Deputy Chief Human Capital Officer

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Abstract

The Internal Revenue Service (IRS) Human Capital Operating Plan (HCOP) is a companion requirement to the IRS Strategic Plan. It is mission-focused and outlines human capital goals, strategies and measures aimed at strengthening IRS's capacity to deliver on its mission.

Our human capital (HC) strategies align with and support the IRS and United States Department of the Treasury (Treasury) Strategic Plans, critical management initiatives and other human capital drivers (i.e., United States Office of Personnel Management (OPM), Federal Workforce Priorities, President Management Agenda Items and/or Executive Orders) and the IRS mission to enforce the nation's tax laws. Part of this effort includes ensuring the developed HC strategies identify and close current and anticipated skill (staffing and competency) gaps.

This plan includes measures that will enable evaluation of the identified HC strategies through regular reviews within the Human Capital Office (HCO), IRS and Treasury reviews to ensure progress toward the achievement of HC goals. The HCOP serves as the map to ensuring that we are moving in a result-focused, forward-thinking direction toward our desired outcome(s). The HCOP is accompanied by an annual human capital action plan (Appendix A), which provides the tactical details to support the HCOP.

Message from the IRS Chief Human Capital Officer



Human capital planning requires everyone in the IRS to work together to ensure IRS is a place where there is equity of opportunity for all employees and everyone who works here is empowered to reach their full potential.

IRS human capital planning, in synchronization with Treasury and IRS Strategic Planning, is an important component of strategic human capital management. IRS human capital planning efforts are intended to benefit our most important resource: our employees. Over the next five years, IRS Human Capital Office is focused on leveraging data and technological developments to manage our human capital programs more efficiently.

Our goals are ambitious, and we're excited about our plans for the future. To ensure the IRS workforce receives updated human resource (HR) information to meet their personal and professional needs, we're committed to educating and promoting Service-wide HR programs and enhancing the overall [IRS Human Capital Experience \(HCX\)](#). We take pride in our strategic focus by positioning our human capital programs to meet the strategic needs and priorities of the IRS HCO's future, which includes taking a close look at who we are, what we do and where we are going.

My commitment to the IRS workforce is ensuring the HCO will implement the goals and objectives of this plan to ensure the availability of necessary programs, resources and tools to promote the accomplishment of IRS strategic goals and priorities. The human capital planning process is dynamic, helping us to achieve our long-term vision and foster the ability to adjust with the ever-changing needs of the IRS, thus taking an innovative approach to better serve all taxpayers. The strategies and actions will be reviewed quarterly to determine if the desired outcomes are being accomplished and key performance indicators are met, ensuring we are results focused towards achieving our goals in partnership with our stakeholders.

I am proud to lead HCO on these strategic endeavors and thankful to be a part of the IRS community of dedicated public servants.

Kevin Q. McIver

Human Capital Office Mission, Vision and Organization

Our mission and vision are the basis for delivering human capital programs and functions to attract, acquire and retain talent critical to meeting the mission of IRS.

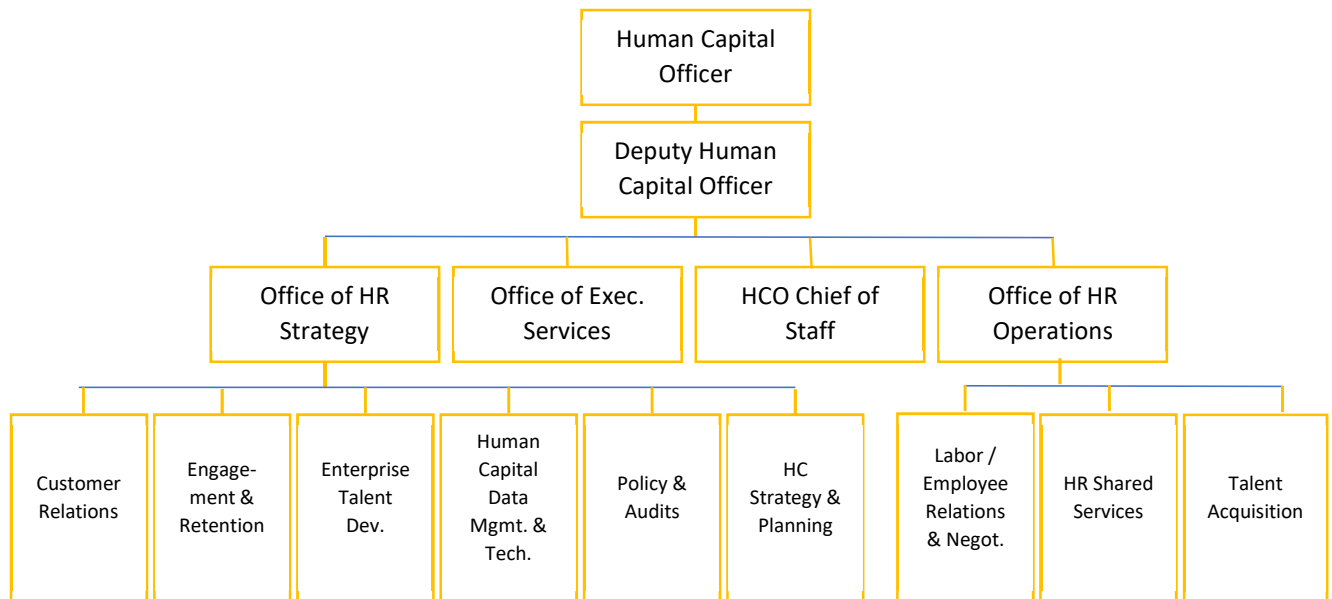
Mission: The Human Capital Office is dedicated to making the IRS an employer of choice and a leader in human capital planning and management. HCO's fundamental role is to ensure the success of every business unit by providing human capital strategies and tools for recruiting, hiring, developing, retaining and transitioning a highly skilled and high-performing workforce to support IRS mission accomplishments.

Vision: Your partner in building the workforce that funds America. Together we:

- Champion what's possible in our people
- Shape an IRS workforce that exceeds taxpayers' expectations
- Foster an innovative, engaged and inclusive public service culture

Human Capital Office Organization

The IRS HCO is organized by four major work areas. They are the: Office of HR Strategy, Office of Executive Resources, HCO Chief of Staff and Office of HR Operations. Each office works in concert to deliver streamlined HR services.





Human Capital Goals, Strategies and Measures of Success

Human Capital Goals

In alignment with strategic priorities impacting human capital programs over the next five years, IRS HCO has established the following human capital goals to address strategic drivers. These goals will ensure IRS human capital programs are positioned to achieve the strategic drivers and mission priorities.

- **Goal 1 - Development:** Capitalize and expand on training and development structures to advance knowledge skills and abilities to meet the mission of IRS
- **Goal 2 - Diversity Equity, Inclusion and Accessibility (DEIA):** Promote opportunities to remove barriers and to strengthen IRS's ability to recruit, hire and retain employees in underserved communities, supporting a workforce and leaders from all segments of society
- **Goal 3 - Hiring:** Implement a hiring strategy that is collaborative and responsive to meeting current and future taxpayer needs
- **Goal 4 - Modernization:** Leverage technology modernization to enhance optimized human capital processes and to promote data driven/evidence-based decision making
- **Goal 5 - Partnering/Optimizing Processes:** Partner internally and externally to optimize HC policies and processes to effectively meet service level goals
- **Goal 6 - Retention:** Cultivate an engaged and performance driven workforce to ensure employee retention to effectively meet enforcement of the nation's tax laws

The HC strategies establish a path that ensures HR functions and processes work together to support the achievement of human capital goals, resulting in the management of a thriving, high-performing workforce. The measures of success identify tangible measurable objectives against which actual performance can be compared, including metrics with target goals expressed as either a quantitative standard or qualitative standard, value or rate.

Goal 1: Development

Alignment:

- Treasury Strategic Objective 5.1 - Modernize Treasury Operations
- Treasury HC Goal 4 - Provide training and career paths to mature and embed strong customer experience practices in Treasury
- IRS Strategic Goal 3 - People: Foster an inclusive, diverse and well-equipped workforce, and strengthen relationships with our external partners

Capitalize and expand on training and development structures to advance knowledge skills and abilities to meet the mission of IRS

HC Strategy	HC Strategy Owner	Measures of Success
1.1. Prioritize the use of training and development resources to close competency gaps for Customer Service Representative (CSR) and Tax Examiner (TE) mission critical occupations (MCOs)	Chief Learning Officer	Efficiency: % of employees completing taxpayer rights training module; Effectiveness: % of employees demonstrating learning transfer from taxpayer rights training modules
1.2. Establish the IRS University	Chief Learning Officer	Effectiveness: Major Milestones for IRS University
1.3. Improve Senior Executive Service (SES) leadership development pipeline	Director of Office of Senior Executive Services	Efficiency: # of SES completing leadership assessments; Effectiveness: % development ops has been incorporated into Executive Development Plan

Goal 2: Diversity, Equity, Inclusion and Accessibility

Alignment:

- Treasury Strategic Objective 5.1 - Modernize Treasury Operations
- Treasury HC Goal 1 - Recruit and retain a diverse and inclusive workforce that represents communities that Treasury serves
- IRS Strategic Goal 3 - People: Foster an inclusive, diverse and well-equipped workforce, and strengthen relationships with our external partners

Promote opportunities to remove barriers and to strengthen IRS's ability to recruit, hire and retain employees in underserved communities, supporting a workforce and leaders from all segments of society

HC Strategy	HC Strategy Owner	Measures of Success
2.1. Ensure recruitment and hiring processes support equitable opportunities to DEIA populations	Director of Talent Acquisition	# of recruitment events; # of barrier data targeted recruitment events; # of participants at events; # of barrier data targeted participants at events; # of New Hire Individuals with Disabilities; # of New Hire Vets; # of New Hire Military Spouses

Goal 3: Hiring

Implement a hiring strategy that is collaborative and responsive to meeting current and future taxpayer needs

Alignment:

- Treasury Strategic Goal 1 - Promote Equitable Economic Growth and Recovery
- Treasury HC Goal 1 - Recruit and retain a diverse and inclusive workforce that represents communities that Treasury serves
- IRS Strategic Goal 3 - People: Foster an inclusive, diverse and well-equipped workforce, and strengthen relationships with our external partners

HC Strategy	HC Strategy Owner	Measures of Success
3.1. Increase awareness of IRS brand	Director of Talent Acquisition	# hires from new platforms; # Pathways / students / intern hires
3.2. Enhance recruitment efforts in Historically Underutilized (HU) communities identified in the annual hiring plans	Director of Talent Acquisition	# HU community: recruitment events, participants at recruitment events, participating partners
3.3. Minimize staffing gaps through targeting recruiting/hiring for enforcement MCOs (CSRs & TEs)	Director of Human Capital Strategy and Planning/ Director of Talent Acquisition	% of annual external losses by FY26 (0962 & 0592); % of voluntary resignations by FY26, # MCOs FY22 recruitment: events, participants at events, participating partners at events
3.4. Reduce Time to Hire	Director of Talent Acquisition	Average cumulative days to hire
3.5. Plan for and manage current and future workforce needs	Director of Human Capital Strategy and Planning/ Director of Talent Acquisition	# Business Units with a multi-year workforce plan

Goal 4: Modernization

Alignment:

- Treasury Strategic Goal 5 - Modernize Treasury Operations
- Treasury HC Goal 3 - Use Human Capital data to inform decision making
- IRS Strategic Goal 3 - People: Foster an inclusive, diverse and well-equipped workforce, and strengthen relationships with our external partners

Leverage technology modernization to enhance optimized human capital processes and to promote data driven/ evidence-based decision making

HC Strategy	HC Strategy Owner	Measures of Success
4.1. Use data analytics and visualizations to inform strategic and operational human capital decisions	Director of Human Capital Data Management and Technology	Major Milestones for: HC Data Dashboard
4.2. Utilize available technologies that streamline and simplify manual efforts to increase productivity	Director of Human Capital Data Management and Technology	Major Milestones for: Robotic Process Automation (RPA) Collaborative Structure
4.3. Invest in technology that streamlines and unifies Human Resources functions	Director of Human Resources Shared Services/ Director of Human Capital Data Management and Technology	Major Milestones for: Paycheck 8, Electronic Official Personnel File (eOPF) and Employee Center (Workforce Infrastructure Initiative)

Goal 5: Partnering/Optimizing Processes

Partner internally and externally to optimize HC policies and processes to effectively meet service-level goals

Alignment:

- Treasury Strategic Goal 5 - Modernize Treasury Operations
- Treasury HC Goal 2 - Develop policies and practices to transform Treasury's work routines to support changing mission and workforce needs
- IRS Strategic Goal 3 - People: Foster an inclusive, diverse and well-equipped workforce, and strengthen relationships with our external partners

HC Strategy	HC Strategy Owner	Measures of Success
5.1. Enhance organizational performance through building foundations and self-evaluation mechanisms	Director of Human Capital Strategy and Planning	# of divisions that have identified and documented the names of their HPM processes; BOD acceptance of metrics for the dashboard (December 31, 2021); Major Milestones for: HR Strategy for Transformation; # of facilitated self-assessments initiated
5.2. Investigate and implement workplace optimization opportunities to ensure that the IRS is adaptive and future focused	Deputy Chief Human Capital Officer	Front Door satisfaction rating; # of new Front Door available services; Major Milestones for: Future of Work Phase 2
5.3. Ensure IRS is compliant with Merit System Principles and the Code of Federal Regulations	HCO Chief of Staff	# of IRMs (policy) published; # of Operational Handbooks published; # of Accountability Cadres established

Goal 6: Retention

Cultivate an engaged and performance-driven workforce to ensure employee retention to effectively meet enforcement of the nation's tax laws

Alignment:

- Treasury Strategic Goal 5 - Modernize Treasury Operations
- Treasury HC Goal 1 - Recruit and retain a diverse and inclusive workforce that represents communities that Treasury serves
- IRS Strategic Goal 3 - People: Foster an inclusive, diverse and well-equipped workforce, and strengthen relationships with our external partners

HC Strategy	HC Strategy Owner	Measures of Success
6.1. Focus retention efforts on CSR and Tax Examiner MCOs to minimize loss of enforcement skills gaps	Director of Engagement and Retention	Retention Sentiment % for CSR and TE populations
6.2. Enhance the employee experience	Director of Engagement and Retention	Overall Attrition Rate; Employee Retention Sentiment Score on Federal Employee Viewpoint Survey (FEVS); FEVS Employee Engagement Score
6.3. Streamline onboarding processes	Director of Customer Relations	Non-SES (Senior Executive Service) Service-wide New Hire Orientation Survey Results; SES Orientation Survey Results

Alignment

The IRS HCOP was developed with close coordination and alignment to the strategic drivers below. These strategic drivers cascade into the IRS human capital goals, strategies, action items and measures of success.

President Executive Orders

- [Executive Order 14035](#) published June 30, 2021

OPM Human Capital Framework

- [Strategic Planning and Alignment](#) – Ensuring IRS human capital programs are aligned with IRS mission, goals and objectives through analysis, planning, investment and measurement
- [Talent Management](#) – Ensuring IRS promotes a high-performing workforce, identifies and closes skill gaps, and implements and maintains programs to attract, acquire, develop, promote and retain quality and diverse talent
- [Performance Culture](#) – Ensuring IRS engages, develops and inspires a diverse, high-performing workforce by creating, implementing and maintaining effective performance management strategies, practices and activities to support IRS mission objectives
- [Evaluation](#) – Ensuring IRS contributes to agency performance by monitoring and evaluating outcomes of our human capital operating strategies, policies, programs and activities

Treasury Strategic Objectives

- Objective 1.1 – Tax Administration and Policy: Enhance tax compliance and service, improve tax policy and design (IRS Leads)
- Objective 5.1 – Recruit and retain a diverse workforce that represents communities that Treasury serves (IRS Supports)

Treasury Human Capital Goals

- Goal 1 – Recruit and retain a diverse and inclusive workforce that represents communities that Treasury serves
- Goal 2 – Develop policies and practices to transform the Department’s work routines to support changing mission and workforce needs
- Goal 3 – Use Human Capital data to inform decision making
- Goal 4 – Provide training and career paths to mature and embed strong customer experience practices in Treasury

IRS Strategic Goals/Objectives

- Goal 3 – People: Foster an inclusive, diverse and well-equipped workforce and strengthen relationships with our external partners

HCO Strategic Goal and Strategy Alignment

HCO Strategic Goal and Strategy Statement(s)	OPM Human Capital Framework				Treasury Strategic Goals		Treasury HC Goals				IRS Strategic Goals	
	Strategic Planning & Alignment	Talent Management	Performance Culture	Evaluation	1 - Promote Equitable Economic Growth and Recovery	5 - Modernize Treasury Ops	Goal 1 (Recruit & Retain)	Goal 2 (Work Routines)	Goal 3 (HC Data)	Goal 4 (Training)	Goal 3.1	Goal 3.2
Goal 1 Development Prioritize the use of training and development resources to close competency gaps for Customer Service (CS) Representative and Tax Examiner MCOS Establish the IRS University Improve SES leadership development pipeline		●			🎯					🎯		🎯
		●				🎯				🎯		🎯
		●				🎯						🎯
Goal 2 DEIA Ensure recruitment and hiring processes support equitable opportunities to DEIA populations			●			🎯	🎯				🎯	
Goal 3 Hiring Increase awareness of IRS brand Enhance recruitment efforts in historically underutilized communities identified in the annual hiring plans Minimize staffing gaps through targeting recruiting/hiring for enforcement MCOS (CSRs & TEs) Reduce Time to Hire Plan for and manage current and future workforce needs		●					🎯				🎯	
		●			🎯		🎯				🎯	
		●			🎯		🎯					🎯
		●				🎯	🎯				🎯	
		●				🎯	🎯				🎯	
Goal 4 Modernization Use data analytics and visualizations to inform strategic and operational human capital decisions Utilize available technologies that streamline and simplify manual efforts to increase productivity Invest in technology that streamlines and unifies Human Resources functions				●		🎯		🎯			🎯	
	●					🎯		🎯			🎯	
	●					🎯		🎯			🎯	
Goal 5 Partnering/Optimizing Processes Enhance organizational performance through building foundations and self-evaluation mechanisms Investigate and implement workplace optimization opportunities to ensure that the IRS is adaptive and future focused Ensure IRS is compliant with Merit System Principles and the Code of Federal Regulations				●		🎯		🎯			🎯	
				●		🎯		🎯			🎯	
				●		🎯		🎯			🎯	
Goal 6 Retention Focus retention efforts on CSR and Tax Examiner MCOS to minimize loss of enforcement skills gaps Enhance the employee experience Streamline onboarding processes		●			🎯		🎯				🎯	
			●			🎯	🎯				🎯	
			●			🎯	🎯				🎯	

★ Indicates a Treasury Priority

Monitoring Performance and Results

The process for managing, monitoring and evaluating progress towards achieving the IRS human capital goals, strategies and action items is called HRStat. Through HRStat, IRS HCO will hold itself accountable for result-driven, strategically focused human capital programs and activities. There are several drivers for HRStat including: legal requirements and external mandates (i.e., Government Performance Reporting Modernization Act, OMB requirements, etc.).

Human capital strategies and action items will be selected from the annual human capital action plan (Appendix A), no less than quarterly, to track measures and metrics. Selected items will be evaluated by the Human Capital Office leadership, in partnership with the human capital action item owners, to determine if revisions to the strategies, action items, measures or metrics require modifications to achieve goals. The results of those evaluations will roll into Business Process Reporting and Quarterly Performance Reporting.

During quarterly HRStat reviews, IRS HCO leadership may add additional strategies, action items, measures and metrics to monitor the effectiveness of achieving the IRS strategic human capital goals.

FY Evaluation Timeline

Q2FY22			Q3FY22			Q4FY22			Q1FY23		
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tres QPR		BPR	Tres QPR	BPR		Tres QPR	BPR	BPR	Tres QPR		



Utilization of the Human Capital Operating Plan

Success of the outlined IRS Human Capital Strategic Goals requires the commitment of IRS leadership throughout the organization. Senior-level managers should lead in supporting the IRS HCOP. The most noticeable effects on all employees include, but are not limited to:

- Budget allocation and alignment to address human capital goals, strategies and measures of success
- Training focused on workforce needs as addressed in the plan
- Recruitment planning and activities linked to identified shortages within occupation series documented within the plan
- Communication with employees regarding human capital direction

Leaders should refer to the HCOP when:

- Preparing Operational Plans to support strategies within budgets
- Planning employee development to meet operational requirements
- Developing employee Individual Development Plans (IDPs) (i.e., Tax Examiner, IT Specialist, etc.)
- Recruiting new employees
- Collaborating with HCO strategic partners to achieve goals

Employees should utilize the HCOP to:

- Understand how their work contributes to the organizational goals and objectives
- Identify career enhancement and development opportunities



Appendix A - Human Capital Action Plan

Human Capital Goal: Development	Capitalize and expand on training and development structures to advance knowledge skills and abilities to meet the mission of IRS
Human Capital Strategies:	1.1. Prioritize the use of training and development resources to close competency gaps for Customer Service Representative (CSR) and Tax Examiner (TE) Mission Critical Occupations (MCOs) 1.2. Establish the IRS University 1.3. Improve SES leadership pipeline

	Actions to Be Taken	Metric	FY22 Target	Action POC
1.1.a	Build and deploy taxpayer rights training; develop customer service training	Rate of completion of taxpayer rights training; Time to develop customer service training	85% 6/30/2022	Chief Learning Officer
1.3.b	Integrate executive development plans into succession planning	# of integrated executive development plans into succession plans	50%	Director of Office of Executive Services
1.3.c	Incorporate rotational assignments into the SES development cadre	# of rotational assignments incorporated into the SES development cadre	10	
1.3.d	Incorporate leadership assessments into SES development cadre	# of SES completing leadership assessments	100%	
	Actions to Be Taken	Milestones	End	Action POC
1.b.1	Build competency models, design skills assessments and career path tools for CSRs and TEs	Major milestones accomplishments to Design Competency Models and Skills Assessments for CSRs and TEs	FY23 TBD	Chief Learning Officer
		[M1] Competency model and skills assessment and career path for CSRs complete	3/31/2022	
		[M2] Competency model and skills assessment and career path for TEs complete	3/31/2022	
		[M3] Develop policy, guidance, and user guides for use of tools	FY23 TBD	
		[M4] Pilot skills assessments and deliver training on the use of the tools to CSRs, TEs, and their managers	FY23 TBD	

	Actions to Be Taken	Milestones	End	Action POC
1.2.a	Develop competency models, skills assessments and career paths for all IRS MCOs	Major milestones to develop competency models, skills assessments and career paths for remaining 11 MCOs (CSR, TE and IT covered elsewhere)	FY23 TBD	Chief Learning Officer
		[M1] Complete 0930, 0201, 1102 and 0987	3/31/2022	
		[M2] Complete 1169, 0512 and 0526	6/30/2022	
		[M3] Complete 0100, 0501, 0905 and 1811	9/30/2022	
		[M4] Develop policy, guidance and user guides for use of tools	FY23 TBD	
		[M5] Pilot skills assessments and deliver training on the use of the tools to CSRs, TEs and their managers	FY23 TBD	
1.2.b	Build the IT Academy	Major milestones accomplishments for building the IT Academy	8/30/2022	Chief Learning Officer
		[M1] Establish a competency model and skills assessment for 2210 series	3/31/2022	
		[M2] Design a staffing and resource plan for IT Academy	6/30/2022	
		[M3] Develop business processes and procedures to support customer service delivery model	8/30/2022	
		[M4] Launch skills assessments and deliver training on the use of the tools to 2210s and their managers	8/30/2022	
1.2.c	Implement an enterprise-level Integrated Virtual Learning training platform	Major milestones accomplishments for Implementing an enterprise-level Integrated Virtual Learning Platform (IVLP)	5/31/2022	Chief Learning Officer
		[M1] Phase II - Procurement of IVLP Solution	3/31/2022	
		[M2] Phase III - 508/ Cybersecurity/ ITM training	4/29/2022	
		[M3] Phase IV - Implementation	5/31/2022	
1.3.a	Pilot SES succession planning module	Major milestones accomplishments for piloting ITM SES succession planning module	9/30/2022	Director of Office of Executive Services
		[M1] Develop success criteria, communication plan and training strategy for pilot	1/31/2022	
		[M2] Launch ITM pilot to HCO, IT and W&I executives	4/30/2022	
		[M3] Close pilot, assess feedback and determine "go/no go"	6/30/2022	
		[M4] Complete system configuration updates with Treasury project management team	8/31/2022	
		[M5] Launch ITM SES succession planning module to the full SES cadre	9/30/2022	

Human Capital Goal: Diversity, Equity, Inclusion & Accessibility	Promote opportunities to remove barriers and to strengthen IRS's ability to recruit, hire and retain employees in underserved communities, supporting a workforce and leaders from all segments of society
Human Capital Strategies:	2.1. Ensure recruitment and hiring processes support equitable opportunities to DEIA populations

Actions to Be Taken	Metric	FY22 Target	Action POC
2.1.a Partner with stakeholders to enhance recruiting and hiring efforts based on gaps identified in barrier data (e.g., Internships, student hiring, university partnerships, schedule A, Vet hires, and other areas of consideration, etc.)	# of recruitment events; # of barrier data targeted recruitment events; # of participants at events; # of barrier data targeted participants at events; # of New Hire Individuals with Disabilities; # of New Hire Vets; # of New Hire Military Spouses	200 TBD (barrier data) 20,000 TBD (barrier data) 100 100 8	Director of Talent Acquisition

Human Capital Goal: Hiring	Implement a hiring strategy that is collaborative and responsive to meeting current and future taxpayer needs
Human Capital Strategies:	3.1. Increase awareness of IRS brand 3.2. Enhance recruitment efforts in historically underutilized communities identified in the annual hiring plans 3.3. Minimize staffing gaps through targeting recruiting/hiring for enforcement MCOs (CSRs & TEs) 3.4. Reduce Time to Hire 3.5. Plan for and manage current and future workforce needs

Actions to Be Taken		Metric	FY22 Target	Action POC
3.1.a	Develop an IRS recruitment website for internal customers	# IRS career website hits	100	Director of Talent Acquisition
3.1.b	Increase online social media presence by purchasing access to additional platforms (e.g., handshake, Yello, etc.)	# of applicant engagements; # of hires from newly purchased platforms	1000 1000	Director of Talent Acquisition
3.1.c	Partner with other agencies for internship best practices to expand on current IRS internship opportunities available	# of Pathways/ student/ intern hires	100	Director of Talent Acquisition
3.2.a	Partner with stakeholders to develop and implement targeted recruitment strategies to support attracting talent in identified Historically Underutilized (HU) communities	# of recruitment events in Historically Underutilized (HU) communities; # of participants at HU community recruitment events; # of HU community partners	10 2000 12	Director of Talent Acquisition
3.2.b	Partner with stakeholders to develop and implement targeted recruitment strategies to support attracting talent in Mississippi Delta Region	# of recruitment events for Mississippi Delta Region; # of participants at events Mississippi Delta Region events; # of partners participating in Mississippi Delta Region events	5 100 10	Director of Talent Acquisition
3.3.a	Investigate skills gaps for recruiting/hiring enforcement MCOs (CSRs & TEs)	# of annual external losses (0962 & 0592); # of voluntary resignations	4152 2267	Director of Human Capital Strategy and Planning

	Actions to Be Taken	Metric	FY22 Target	Action POC
3.3.b	Partner with stakeholders to develop and implement hiring process improvements and targeted recruitment strategies to close the of identified staffing gaps for enforcement MCOs	# mission critical occupations (MCOs) FY22 recruitment: events; participants at events; participating partners at events	4 500 10	Director of Talent Acquisition
3.4.a	Improve time to hire by scheduling process mapping event to identify process improvement steps to expedite hiring	Average cumulative days to hire	80	Director of Talent Acquisition
3.5.a	Facilitate the development of multi-year BOD workforce plans	# of Business Units with multi-year workforce plans	100	Director of Human Capital Strategy and Planning
3.5.b	Collaborate with customers to develop annual hiring plans	# of hires to plan	27	Director of Talent Acquisition

Human Capital Goal: Modernization	Leverage technology modernization to enhance optimized human capital processes and to promote data driven/ evidence-based decision making
Human Capital Strategies:	4.1. Use data analytics and visualizations to inform strategic and operational human capital decisions 4.2. Utilize available technologies that streamline and simplify manual efforts to increase productivity 4.3. Invest in technology that streamlines and unifies Human Resources functions

Actions to Be Taken		Milestones	End	Action POC
4.1.a	Develop and implement a cross-divisional human capital data dashboard	Major milestones accomplishments for HC Data Dashboard	TBD	Director of Human Capital Data Management and Technology
		[M1] 100% complete 1st prototype live	12/31/2021	
		[M2] 100% complete Version 1.0 production	3/31/2022	
		[M3] Identify Functional Use measures 45 days following Version 1.0	TBD	
4.2.a	Develop and implement a collaborative structure for HCO division application of RPA	Major milestones accomplishments for RPA collaborative structure	8/31/2022	Director of Human Resources Shared Services
		[M1] Set up a monitoring system for RPA assessed items	1/31/2022	
		[M2] Establish a collaborative plan in partnership with HPM and IT as a potential process feed	3/31/2022	
		[M3] Train assigned RPA Ambassadors and Process Owners	4/29/2022	
		[M4] Identify and track Director assigned RPA ambassadors by division	6/30/2022	
		[M5] Increase HCO awareness of RPA/AI digital technology benefits and value	8/31/2022	
4.3.a	Modernize Time and Attendance Operations - Implement the new time and attendance system, Paycheck 8	Major milestones accomplishments for Paycheck 8	8/17/2022	Director of Human Resources Shared Services
		[M1] Complete customer user acceptance training	5/17/2022	
		[M2] Finalize and conduct end-user training	5/23/2022	
		[M3] Implement (phased approach)	8/17/2022	

	Actions to Be Taken	Milestones	End	Action POC
4.3.b	Modernize Employee HR Records - Implement electronic Official Personnel Folder (eOPF)	Major milestones accomplishments for eOPF	9/30/2022	Director of Human Resources Shared Services
		[M1] Begin digitization of IRS paper OPFs (FY22 Q1)	12/31/2021	
		[M2] Establish interconnection between NFC TIMIS and USA Staffing and the IRS eOPF Instance to allow for electronic flow of personnel data (FY22 Q2)	3/31/2022	
		[M3] Covert 50% of paper OPFs to electronic format (FY22 Q3)	6/30/2022	
		[M4] Develop and implement eOPF Communication Plan (FY22 Q4)	9/30/2022	
4.3.c	Collaborate with IT to support the delivery of the Employee Center (Workforce Infrastructure Initiative (WII)) and KISAM replacement) by identifying current and optimal end state for HCO lines of business, and developing a multi-year service delivery transformation roadmap	Major milestones accomplishments for Employee Center (Workforce Infrastructure Initiative)	9/30/2022	Director of Human Resources Shared Services
		[M1] Establish a Project Management Plan (FY22 Q1)	12/31/2021	
		[M2] Identify HR services current state: catalog each division's services, process maps, pain points, functional requirements (FY22 Q3)	5/30/2022	
		[M3] Identify desired optimal HR end state: short-, mid- and long-term strategies to address gaps (FY22 Q4)	8/31/2022	
		[M4] - Develop prioritized Implementation Plan (FY22 Q4)	9/30/2022	

Human Capital Goal: Partnering/ Optimizing Processes	Partner internally and externally to optimize HC policies and processes to effectively meet service level goals
Human Capital Strategies:	5.1. Enhance organizational performance through building foundations and self-evaluation mechanisms 5.2. Investigate and implement workplace optimization opportunities to ensure that the IRS is adaptive and future focused 5.3. Ensure IRS is compliant with Merit System Principles and the Code of Federal Regulations

	Actions to Be Taken	Metric	FY22 Target	Action POC
5.1.a	Improve processes, using the Human Capital Office Process Management (HPM) program	# of HCO divisions/offices that have identified and documented and approved the names of their HPM processes	9	Director of Human Capital Strategy and Planning
5.1.b	Develop HR operational metrics	BOD acceptance of metrics for the dashboard	12/31/2021	
5.2.a	Expand Tiered services by implementing to the ERC 'Front Door'	Front Door satisfaction rating; # of new Front Door available services (topics); # of new Front Door available services (knowledge articles)	4.30 60 300	Director of Human Resources Shared Services
	Actions to Be Taken	Milestones	End	Action POC
5.1.c	Develop an HR Strategy for Transformation (to include HPM, integrated business performance metrics, WII)	Major milestones accomplishment dates for HR Strategy for Transformation	3/31/2022	Director of Human Capital Strategy and Planning
		[M1] Develop STO mission statement	12/31/2021	
		[M2] Outline STO functions by defining: Strategic Planning process (includes timeline), Strategic Execution, HC Data analytics, HPM, Collaborative efforts (Executive meetings, TPMO, CFO Strategic Planning)	1/31/2022	
		[M3] Identify resources needed to execute STO functions: FTEs, Software licenses (VISIO, MS Project, Tableau, Adobe Doc Pro, Data Visualizer, etc.)	3/31/2022	

Actions to Be Taken		Milestones	End	Action POC
5.1.d	Establish HCO facilitated self-assessment framework of selected Programs to assist Program leadership in identifying gaps and best practices in internal controls	Major milestones accomplishments to Establish HCO facilitated self-assessment framework of selected Programs	9/30/2022	HCO Chief of Staff
		[M1] Identify current HCO business unit self-assessment activities (internal control processes, etc.)	4/30/2022	
		[M2] Identify Program SMEs/obtain volunteers for facilitated self-assessment	4/30/2022	
		[M3] Identify gaps in HCO business unit program self-assessments: (are programs obtaining the desired qualitative outcome from their activities)	5/31/2022	
		[M4] Develop and publish self-assessment schedule and checklists	6/30/2022	
		[M5] Initiate prioritized/targeted self-assessments per the published schedule	9/30/2022	
5.2.b	Plan and implement approved Future of Work (FOW) recommendations (Phase 2)	Major milestones accomplishments for Future of Work Phase 2		Deputy Chief Human Capital Officer
		[M1] Develop criteria and resource requirements to oversee the planning and implementation of FOW activities	TBD	
		[M2] Complete Future of Work Phase 2 implementation plan	TBD	
		[M3] Develop Communications Plan	TBD	
		[M4] Develop Engagement Plan	TBD	
5.3.a	Define IRS Human Capital (HC) Accountability Program	Major milestones accomplishments for Defining the IRS Human Capital (HC) Accountability Program	6/30/2022	HCO Chief of Staff
		[M1] Develop and Implement Accountability IRM	9/30/2022	
		[M2] Develop and Implement Operational Handbook	4/30/2022	
		[M3] Identify and Address Evaluation Team staffing and knowledge gaps/needs	3/30/2022	
		[M4] Define roles and responsibilities for IRS Accountability Cadre	4/30/2022	
		[M5] Establish IRS Accountability Cadre	6/30/2022	

Human Capital Goal: Retention	Cultivate an engaged and performance driven workforce to ensure employee retention to effectively meet enforcement of the Nation's tax laws
Human Capital Strategies:	6.1. Focus retention efforts on CSR and Tax Examiner MCOs to minimize loss of enforcement skills gaps 6.2. Enhance the employee experience 6.3. Streamline onboarding processes

	Actions to Be Taken	Metric	FY22 Target	Action POC
6.1.a	Analyze retention and develop strategies to provide targeted interventions	Retention Sentiment % for identified "at risk" populations (based on at risk analysis): CSR and TE	59.0 % CSR 61.3 % TE	Director of Engagement and Retention
6.2.a	Standardize customer satisfaction surveys and create a visualization of the correlation between Customer Experience (CX - satisfaction) and Employee Experience (EX - engagement)	Employee Engagement Score; Employee Retention Sentiment Score	Above Gov Average; Above Gov Average	Director of Engagement and Retention
6.2.b	Develop and implement a corporate and functional employee engagement and retention strategy to enhance the IRS employee experience and identify at-risk retention populations	Employee Engagement Score; Employee Retention Sentiment Score; Overall Attrition Rate	Above Gov Average; Above Gov Average; Below Previous Year	Director of Engagement and Retention
6.2.c	Update and provide clarifying guidance on workplace changes and impacts to health and safety of employees	Pulse Survey Response scores: Likert response for 3-part grid questions: % "I receive the work-related support I need during COVID"; "IRS handling of COVID meets my expectations." %"IRS cares about me as a whole person not just an employee." Yes% "Safety measures taken at my POD in the last six months" No% "Safety measures taken at my POD in the last six months"	Maintain/approve FY21 Baseline: 80% (4.0) 76% (3.8) Yes 41.7%; No 58.3%	Director of Engagement and Retention

	Actions to Be Taken	Milestones	End	Action POC
6.3.a	Create and implement the process of automated quarterly manager/new hire touchpoints (3mo/ 6mo/ 9mo/ 1yr) within ITM	Major milestones accomplishments create and implement automated quarterly manager/new hire touchpoints in ITM	4/30/2022	Director of Customer Relations
		[M1] Troubleshooting multiple program assignments to managers within ITM	1/31/2022	
		[M2] Create job aids for managers and program managers	1/31/2022	
		[M3] Create and execute a communication plan for roll-out	1/31/2022	
		[M4] Create and execute a reporting schedule for leadership to track touchpoint completion	4/30/2022	
6.3.b	Convert manual process to virtual USA Staffing (USAS) process for onboarding	Major milestones accomplishments to convert manual process to virtual (USAS) process for onboarding	7/31/2022	Director of Office of Executive Services
		[M1] Complete workflows with OPM and upload requisite templates in USAS	1/31/2022	
		[M2] Complete testing of different workflow phases in USAS	5/30/2022	
		[M3] Establish streamlined/ automated timeframe	7/31/2022	



Appendix B Human Capital Communication Plan



Preface

This document provides a blueprint for communicating information related to Strategic Human Capital Planning, a results-focused framework of human capital programs and practices to achieve human capital goals that directly support the strategic priorities of the Internal Revenue Service (IRS).

Communications Goals and Objectives

All IRS employees have a vested interest in Strategic Human Capital Planning. Our ability to achieve the mission of the Service depends on assembling and maintaining the right human capital infrastructure. A transparent, open process gives all stakeholders the opportunity to stay informed and provide input when appropriate.

Effective Communication will ensure the IRS employees understand the Human Capital Operating and Action Plans and intended results. Agency strategic partners are expected to communicate information about the IRS Human Capital Operating and Action Plan to employees on a frequent basis, including:

- Upon approval of the HCOP/HCAP
- When the annual HCAP is revised
- When it HCOP/HCAP is evaluated
- Annually to assist with performance goals and IDPs

Goals

Communications will be predicated upon the goals HCO leadership has identified for Strategic Human Capital Planning, including:

- Alignment with Treasury and IRS strategic priorities
- Leadership, Union and employee engagement
- Strategies and actions to achieve goals
- Metrics to measure and monitor progress

Objectives





- Stakeholders will be informed and updated on the goals, actions, timelines and progress of the Human Capital Operating and Action Plans
- Key stakeholders will have the opportunity to participate in the quarterly review process by providing input to the performance of planning human capital
- Stakeholders will understand the impact the Human Capital Operating and Action Plans will have on their current and future needs
- A variety of formal and informal communication channels will be used to communicate with stakeholders

Strategic Human Capital Stakeholders

Key Stakeholder Analysis

Fostering the expectation of strategic human capital planning, being a business acumen requirement of all IRS leadership, is critical to ensure IRS remains compliant to federal requirements for strategic human capital planning. The Human Capital Office can demonstrate transparency, to all internal and external stakeholders, in how human capital programs are aligned to meet the strategic needs of Treasury and the Service.

IRS has four pillars of key stakeholders critical to the success of the FY2022-2026 Human Capital Operating and Action Plans in FY22 which include:

 <p>IRS Executives</p> <p>Criticality to HCOP/HCAP Success:</p> <ul style="list-style-type: none"> - Forcing function for HCOP/HCAP partnership within BUs - Ability to align BU resources and/or funds to annual Human Capital Action Plan(s) <p>FY22 Engagement:</p> <ul style="list-style-type: none"> - Regular CHCO briefing cadence with DCOS (BPR), SET, and HCB 	 <p>HCOP/HCAP Business Unit Partners (i.e., CFO, BBHR)</p> <p>Criticality to HCOP/HCAP Success:</p> <ul style="list-style-type: none"> - Strategic partners in aligning to and supporting the execution of the HCOP/HCAP <p>FY22 Engagement:</p> <ul style="list-style-type: none"> - Standard briefing cadence to SPAB, CFO, IRS NEXT, BBHR and EDI
 <p>HCO Directors</p> <p>Criticality to HCOP/HCAP Success:</p> <ul style="list-style-type: none"> - Strategy and action Item owners (i.e., hiring) - HCO strategic drivers, identifying updates/modifications to the HCOP/HCAP <p>FY22 Engagement:</p> <ul style="list-style-type: none"> - Standard HCO director briefing cadence 	 <p>HCO Employees</p> <p>Criticality to HCOP/HCAP Success:</p> <ul style="list-style-type: none"> - Execute action items and sure strategies and goals are achieved - Partner with HCO directors and associate directors to identify updates/modifications to the HCOP/HCAP <p>FY22 Engagement:</p> <ul style="list-style-type: none"> - Town Hall Meetings, IRS Source, strategic human capital planning working groups, KM products

Communications Calendar

Stakeholder	Communication	Messenger	Message	Forum/ Channel	Format	Target Date
HCOP BU Partners	Approved HCOP	STO	HCO Communications to CFO on HCOP	Recurring CFO Meeting	Approved HCOP	Completed 2/22/22
HCO Directors	HCOP Out Brief	STO	Final HCOP	Deputies/Directors Meeting	Slide Brief	Completed 4/12/22
HCO Employees	HCOP Overview	STO	Plan Overview	About HCO (irs.gov)	Update Web - About HCO	FY22, Q4
IRS Executives	Approved HCOP	CHCO/DHCO OHRs Director	HCOP Pre-Release to DCOS	DCOS Briefing	Slide Brief	FY22, Q4
IRS Executives	HCOP Overview	CHCO/DHCO	Pre-Release HCOP Overview	SET Email	Approved HCOP	FY22, Q4
IRS Executives	HCOP Overview	CHCO/DHCO	Pre-Release HCOP Overview	Human Capital Board (HCB)	Slide Brief	Planned 8/3/2022
HCOP BU Partners	HCOP Overview	CHCO/DHCO	Pre-Release HCOP Overview	Human Capital Advisory Council (HCAC)	Slide Brief	Completed 6/29/2022
HCO Employees	HCOP Overview	STO	Pre-Release Initial HCOP Overview	Town Hall	Slide Brief	Planned 7/28/22
HCOP BU Partners	HCOP Overview	OHRs Director	Pre-Release HCOP Overview	EDI	Meeting	FY22, Q4
HCO Directors	Action Updates	STO/HCO Divisions	FY22 Action Plan Status Updates	Data Call	Action Tracker	FY22, Q4
IRS Executives	Action Updates	HCO Divisions	FY22 Action Plan Status Updates	BPR	BPR Template	FY23, Q1
HCO Directors	Action Updates	STO/HCO Divisions	Implement Monitoring and Measures Status Updates	HCO HRStat	Action Tracker	FY23, Q2



INTERNAL REVENUE SERVICE

MANAGEMENT DIRECTIVE 715

APPENDIX C

FY23 TREND ANALYSES

IRS Workforce Demographics

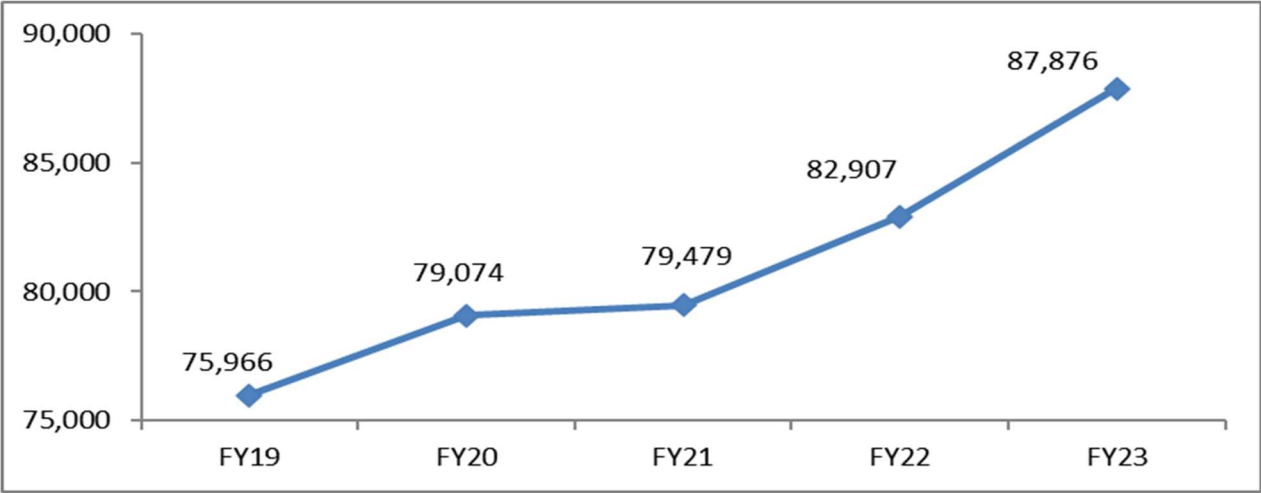
Annually, the IRS completes a multi-year trend analysis of the overall workforce (permanent and temporary) employees. This year, the IRS conducted a five-year trend analysis from FY2019 to FY2023. The data source for this section is Treasury’s Data Insight database in the form of a report builder query and Management Directive (MD)-715 Tables (found in the Appendix). The workforce data includes all IRS organizations except the IRS Chief Counsel office.

The demographics section focuses on workforce trends in the following areas: IRS total workforce, race, ethnicity, gender, disability status, and mission critical occupations (MCO). The IRS conducted data analyses utilizing the National Civilian Labor Force (NCLF), the Occupational Civilian Labor Force (OCLF), and the Relevant Civilian Labor Force (RCLF) statistics. Utilizing the RCLF provides the IRS with an opportunity to ensure that civilian labor force statistics are aligned with similar positions that make-up the IRS workforce. In the MCO section of this appendix, detailed information in an “at-a-glance” for the MCO’s are available.

Section 1: Total Workforce

The IRS workforce increased making FY2023 the largest workforce in five years. When comparing the number of employees in FY2019 to FY2023, the data depicted a net gain of 15.7 percent resulting in a total gain of 11,910 employees over a five-year period. The chart below provides a comparison of total workforce populations.

Figure 1: IRS Total Population by Fiscal Year



Section 2: Demographic Group Distributions

The IRS is a racially diverse workforce. At the end of FY2023, employees classified with racial and ethnic backgrounds other than White comprised 56.22 percent of the workforce.

A comparison of the participation rates for each racial and ethnic group to the corresponding Relevant Civilian Labor Force (RCLF) benchmarks, show the participation rates for White and American Indian or Alaska Native (AIAN) employees were each less than their respective RCLF. Male participation rates were less than the RCLF and female participation rates were greater than the RCLF.

During the five-year period, the workforce participation rates for White and AIAN employees decreased while Black, Hispanic, Asian, Native Hawaiian or Pacific Islander (NHPI), and Two or More Races (TMR) employees increased in participation. Gender workforce participation rates remained about the same.

Figure 2: IRS Total Workforce Distribution by Racial & Ethnic Origin & Gender

	NCLF (2018)	RCLF (2023)	FY2019	FY2020	FY2021	FY2022	FY2023
White	67.47%	72.93%	50.31%	49.11%	48.21%	45.66%	43.78%
Black	12.31%	11.76%	28.14%	28.84%	29.31%	30.73%	31.63%
Hispanic	12.98%	9.01%	13.68%	14.05%	14.27%	15.37%	16.03%
Asian	4.37%	4.68%	6.45%	6.53%	6.74%	6.70%	6.95%
American Indian or Alaska Native (AIAN)	0.62%	0.96%	0.82%	0.83%	0.78%	0.76%	0.76%
Native Hawaiian or Pacific Islander (NHPI)	0.16%	0.13%	0.18%	0.19%	0.19%	0.20%	0.20%
Two or More Races (TMR)	2.10%	0.53%	0.41%	0.46%	0.49%	0.58%	0.65%
Males	51.79%	38.18%	34.65%	34.83%	34.99%	34.72%	34.92%
Females	48.21%	61.82%	65.35%	65.17%	65.01%	65.28%	65.08%

Section 3: Demographic Group by Grades

The average General Schedule (GS) grade for IRS employees in FY2023 was a GS-9.2. Black, Hispanic, AIAN, NHPI, and TMR employees, had an average GS grade (ranging GS-8.1 to GS-8.9) less than the IRS average grade. The average grade for males was GS-10.1, which was above the average grade for all IRS employees. However, the average grade for females was GS-8.7, which was less than the average grade for all IRS employees.

In the Senior Executive Service (SES), Black, Hispanic, Asian, NHPI, and TMR employees had low participation rates compared to their workforce participation rates. In addition, Black, Hispanic, AIAN, and TMR employees had low participation rates in GS-13 to GS-15 compared to their workforce participation rates. Males had low participation rates in grades GS-1 to GS-8, while females had low participation rates in grades GS-9 to SES.

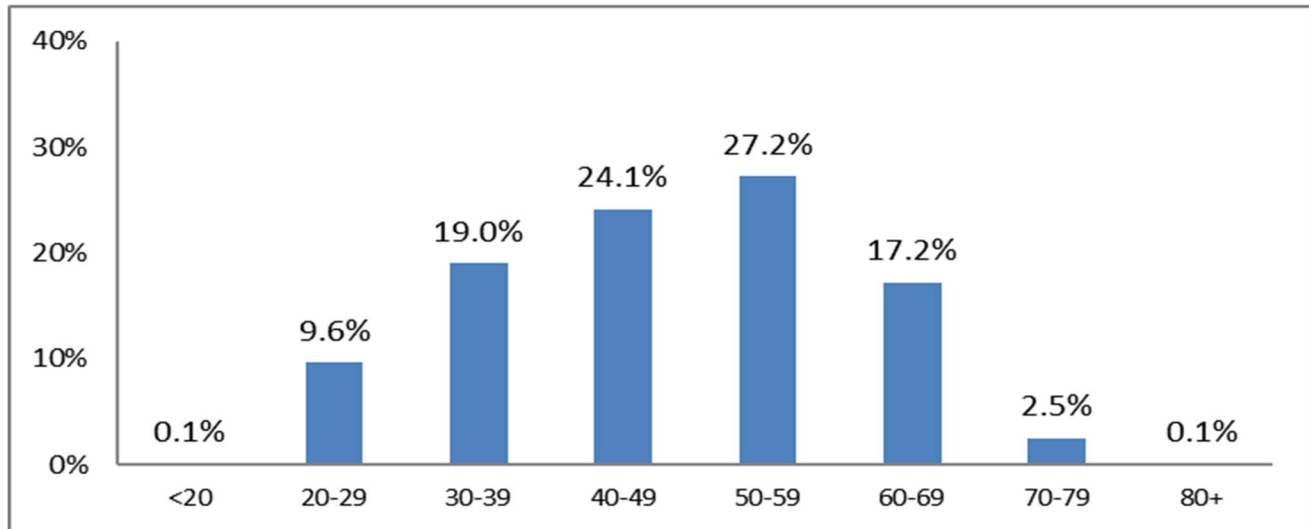
Figure 3: IRS Total Workforce Grade Distribution by Racial & Ethnic Origin

	IRS FY2023	GS (and equivalents)				Average Grade
		1-8	9-12	13-15	SES	
White	43.78%	37.84%	44.85%	53.87%	69.71%	9.7
Black or African American	31.63%	35.94%	31.30%	23.88%	19.34%	8.7
Hispanic	16.03%	20.08%	15.99%	8.53%	5.84%	8.1
Asian	6.95%	4.35%	6.34%	12.40%	4.38%	10.8
American Indian or Alaska Native	0.76%	0.79%	0.79%	0.65%	0.73%	8.9
Native Hawaiian or Pacific Islander	0.20%	0.22%	0.17%	0.22%	0.00%	8.7
Two or More Races	0.65%	0.79%	0.57%	0.46%	0.00%	8.2
Males	34.92%	26.50%	36.61%	49.19%	56.93%	10.1
Females	65.08%	73.50%	63.39%	50.81%	43.07%	8.7

Section 4: Total Workforce by Age Group & Years of Service

The overall range for the age of IRS employees spanned from 17 to 100 years with an average age of 47.6 years; 71.2 percent of the workforce was 40 years and older. A steep decline in participation rates within the age groups is evident as employees moved closer to common retirement ages. Employees who identified as Black, Hispanic, NHPI, TMR, and female were younger than the IRS average age.

Figure 4: IRS Total Workforce Distribution by Age Group



At the end of FY2023, the average years of Federal service was 13.1 years, and the average years of IRS service were 12.6 years. For additional details on the IRS workforce, see the At-A-Glance (AAG), pages 11-18.

Section 5: Disability Group Distributions

Prior year participation rates for persons with a disability (PWD) and persons with a targeted disability (PWTD) were less than the 10 percent and 2 percent goal. In FY2017, Treasury implemented the new “501 Goal” and expanded the disability categories. In addition, a new goal was established for PWD, 12 percent and the PWTD goal remained at 2 percent. In FY2023, IRS continues to exceed the goal with a participation rate of 13.81 percent for PWD and 3.17 percent for PWTD.

Figure 5: IRS Total Workforce Distribution by Disability Group

	Goal	FY2019	FY2020	FY2021	FY2022	FY2023
Persons with a Disability	12.00%*	12.25%	12.91%	13.31%	13.59%	13.81%
Persons with a Targeted Disability	2.00%	3.64%	3.56%	3.48%	3.33%	3.17%

*Beginning FY2017.

There is not a requirement to maintain specific participation rates at each grade level. However, EEOC established grade groupings GS-10 and below and GS-11 and above. PWD and PWTD participation exceeded the goals in both grade groupings. Excluding SES, the average grade level of PWD and PWTD is 9.2 and 8.8 respectively. In comparison, the average grade of IRS employees is a GS-9.2.

Figure 6: IRS Total Workforce Grade Distribution by Disability Group

	Goal	GS-1-10	GS-11+	Average Grade
Persons with a Disability	12.00%	13.64%	14.04%	9.2
Persons with a Targeted Disability	2.00%	3.45%	2.79%	8.8

Since the grade distribution is not symmetric but skewed, the median grade level provides more actionable information. The median grade level of employees with a disability (regardless of the type of disability) is a GS-9. This means that half of the employees with a disability are above the GS-9 level while the other half is less than the GS-9 level.

Section 6: IRS Total Workforce Distribution by Mission Critical Occupation

The IRS’s mission critical occupations are series 512, 592, 962, 1169, 1811, and 2210. Below is the OPM classification for each of these occupations. Pages 11-17 contains a three-year (FY2021 to FY2023) at-a-glance trend for each of these mission critical occupations that include total workforce, eligibility to retire, age, grade, disability, gender, ethnicity, and veteran status compared to agency goals.

A. Internal Revenue Agent, GS-0512

This series covers positions that determine liability for Federal taxes where such work requires a professional knowledge of accounting theories, concepts, principles, and standards and, in addition, a knowledge of pertinent tax laws, regulations, and related matters. This series is unique to the IRS. (Source: OPM Classification)

B. Tax Examiner, GS-0592

This series covers positions that perform work in the IRS involving the processing of original tax and information returns, establishing taxpayer account records, or changing such records based on later information affecting taxes and refunds; collecting taxes and/or obtaining tax returns; computing or verifying tax, penalty, and interest; and determining proper tax liability. The work requires knowledge of standardized processing and collection procedures to record tax information and knowledge of applicable portions of tax laws and tax rulings to accept, request proof of, or reject a variety of taxpayer claims, credits, and deductions. (Source: OPM Classification)

C. Contact Representative, GS-0962

This series covers positions that perform support and related work in connection with: dispersing information to the public on rights, benefits, privileges, or obligations under a body of law; explaining pertinent legal provisions, regulations, and related administrative practices, and their application to

specific cases; and assisting individuals in developing needed evidence and preparing required documents, or in resolving errors, delays, or other problems in obtaining benefits or fulfilling obligations. (Source: OPM Classification)

D. Internal Revenue Officer, GS-1169

This series covers positions that perform work related to collecting delinquent taxes, surveying for unreported taxes, and securing delinquent returns. The work requires application of knowledge of general or specialized business practices; pertinent tax laws, regulations, procedures, and precedents; judicial processes, laws of evidence, and the interrelationship between Federal and State laws with respect to collection and assessment processes; and investigative techniques and methods. (Source: OPM Classification)

E. Criminal Investigator, GS-1811

This series covers positions that perform work involving planning, conducting, or managing investigations related to suspected criminal violations of Federal laws. The work involves presenting evidence to reconstruct events, sequences, time elements, relationships, responsibilities, legal liabilities, and conflicts of interest; conducting investigations in a manner meeting legal and procedural requirements; and providing advice and assistance both in and out of court to the U.S. Attorney's Office during investigations and prosecutions. Work in this series requires knowledge of criminal investigative techniques, rules of criminal procedures, laws, and precedent court decisions concerning the admissibility of evidence, constitutional rights, search and seizure, and related issues in the conduct of investigations (Source: OPM Classification).

F. Information Technology Management, GS-2210

This series covers positions that manage, supervise, lead, administer, develop, deliver, and support information technology (IT) systems and services. This series covers only those positions for which the paramount requirement is knowledge of IT principles, concepts, and methods, e.g., data storage, software applications, networking. (Source: OPM Classification)

Section 7: IRS Total Workforce Hires

During FY2023, there were 15,729 hires, a 2.0% increase from FY2022 which had 15,427 hires.

Figure 7: IRS Total Workforce Hires by Racial & Ethnic Origin & Gender

	NCLF (2018)	RCLF (2023)	FY2021	FY2022	FY2023
White	67.47%	72.93%	39.95%	31.67%	32.24%
Black	12.31%	11.76%	32.74%	40.59%	40.59%
Hispanic	12.98%	9.01%	19.06%	20.97%	18.82%
Asian	4.37%	4.68%	6.70%	4.84%	6.36%
American Indian or Alaska Native (AIAN)	0.62%	0.96%	0.61%	0.60%	0.58%
Native Hawaiian or Pacific Islander (NHPI)	0.16%	0.13%	0.22%	0.26%	0.30%
Two or More Races (TMR)	2.10%	0.53%	0.73%	1.07%	1.11%
Males	51.79%	38.18%	32.87%	30.21%	32.27%
Females	48.21%	61.82%	67.13%	69.79%	67.73%

The hire rates for White, AIAN, and Males were below the RCLF.

Figure 8: Total IRS Hires and Separations

	Total Hires	Total Separations
FY2019	8,379	8,992
FY2020	9,681	6,480
FY2021	10,408	9,828
FY2022	15,427	11,505
FY2023	15,729	10,343
Net Change (2022 to 2023)	2.00%	-10.10%

Section 8: IRS Total Workforce Separations

During FY2023, there were 10,343 separations which is a 10.1% decrease from FY2022 which had 11,505 separations. The separation rates for Black, NHPI, TMR, and females were above their workforce participation.

Figure 9: IRS Total Workforce Separations by Racial & Ethnic Origin & Gender

	Participation (2023)	FY2021	FY2022	FY2023
White	43.78%	45.82%	43.66%	40.41%
Black	31.63%	28.86%	34.25%	38.00%
Hispanic	16.03%	18.30%	15.34%	15.60%
Asian	6.95%	5.25%	5.0%	4.27%
American Indian or Alaska Native (AIAN)	0.76%	1.00%	0.80%	0.60%
Native Hawaiian or Pacific Islander (NHPI)	0.20%	0.16%	0.21%	0.27%
Two or More Races (TMR)	0.65%	0.60%	0.74%	0.87%
Males	34.92%	31.74%	31.13%	29.62%
Females	65.08%	68.26%	68.87%	70.38%

Types of Separations

There are two types of separations:

- Non-adverse is when an employee voluntarily leaves.
- Adverse is when the agency initiates an employee's departure.

When segmenting the attrition data by non-adverse and adverse actions, the data suggests that in FY2023, 92.04 percent of IRS separations resulted from a non-adverse personnel action. The remaining 7.96 percent of total separations were initiated by the agency and stem from an adverse personnel action. During FY2023, most employees separated by resignation and retirement. Compared to FY2022, resignations increased 0.36 percentage points.

Figure 10: IRS Total Workforce Separations by Type

	FY2021	FY2022	FY2023
Non-Adverse			
Death	2.68%	1.96%	2.13%
Resignation	42.40%	55.40%	55.76%
Retirement	37.12%	31.39%	26.53%
Transfer	3.18%	4.77%	7.63%
Adverse			
Discharge	3.67%	3.82%	5.68%
Removal	1.84%	1.70%	1.68%
Termination	9.11%	0.96%	0.60%

Grade Trends

This iteration of the grade trends covers shifts in the total workforce, primarily FY2019 – FY2023 and includes the following pay plans: General Schedule (GS), Wage Grade (WG), Wage Grade - Leader (WL), Internal Revenue Pay Band (IR), Administratively Determined (AD), Senior Executive Service (SES), Executive Pay (EX), and Senior Level Positions (SLP). To simplify reporting, grade-level data is reported in four grade clusters: 1-8 equivalent (cluster 1), 9-12 equivalent (cluster 2), 13-15 equivalent (cluster 3), and Senior Level Positions (SL) and executive (EX, AD, SES) (cluster 4) positions.

The objective of this section is to provide information regarding the representation of employees in common grade groups based on gender, ethnicity, race, and disability status. Additional quantitative information about the senior-level feeder groups (Grade GS-14, and GS-15 equivalents, and senior managers) is also captured in this section. The data source for this section is Treasury's Data Insight database in the form of a report builder query and Management Directive (MD)-715 Tables (found in the Appendix) unless otherwise noted. The IRS Chief Counsel is not included in this analysis.

Section 1: Grade Distribution (Through 2023)

1.A. Gender

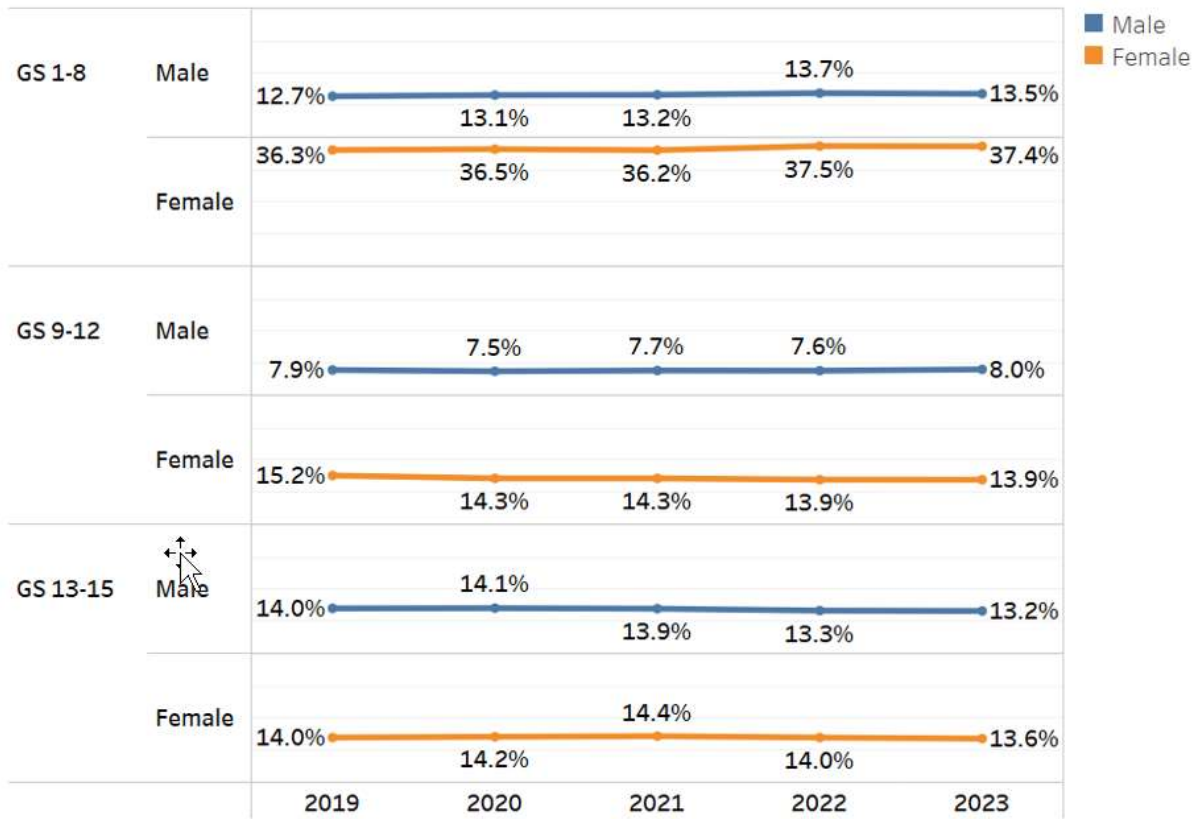
Over the past 5 years, females have outnumbered males 3 to 1 in the GS 1-8 cluster (Figure 1). During this same time, the percentage of females and males in the GS 13-15 range was nearly equal. However, the percentage of females relative to males decreased in the GS 9-12 range over this time. In FY2019, GS 9-12 females outnumbered males 1.92:1. In FY2023, the ratio decreased to 1.74:1.

For many years, females' participation has not been distributed equally across all grade levels. In FY2019, females comprised 65% of the total workforce with 74% of GS 1-8 employees, 66% of GS 9-12, and 49% of GS 13-15 employees. Four years later, females made up 65% of the total FY2023 IRS workforce, and 73% GS 1-8, 63% GS 9-12, and 51% GS 13-15 employees. As noted, the gender distribution by grade has remained relatively constant over the past five fiscal years. However, there appears to be a decrease in the female participation rate in the mid-grade levels (GS 9-12) which coincides with an increased female participation rate in the higher grades (GS 13-15).

In FY2023, males made up nearly 35% of the total IRS workforce with 27% of GS 1-8 employees, 37% of GS 9-12 employees, and 49% of GS 13-15 employees being male. Since FY2019, male participation rate increased by 0.8 percentage points at the lower grades, 0.1 percentage point at the mid-grades, and decreased by 0.8 percentage points in the higher grades over this same time.

Both the male and female workforce participation patterns have been relatively consistent over the past five fiscal years (Figure 1). However, the workforce participation rate of GS 9-12 females has steadily decreased since FY2019. Similarly, the male GS 13-15 participation rate steadily decreased since FY2020. However, the female GS 13-15 participation rate peaked in FY2021.

Figure 1: Workforce by Grade and Gender



Executive level positions have historically been dominated by males (Figure 2) even though males make up one-third of the overall IRS workforce. As reported in last year’s report, in FY2018, the gender gap was 1.8 percentage points. In FY2019, it blossomed to 7.1 percentage points. In FY2020, the gap increased to 8.8 percentage points but reduced slightly to 8.2 percentage points in FY2021. In FY2022, the gap increased again to 12.8 percentage points. By FY2023, the gender gap increased again to 13.8 percentage points. As the historical data shows, since FY2019, the executive gender gap has increased by 94%.

Despite making up 65% of the total IRS workforce, 43% of the Service’s executives are female. In FY2019, females made up 47% of the Service’s executive cadre. Understanding this variability is the first step in ensuring females are adequately represented at the SES level.

Figure 2: SES Stratified by Gender

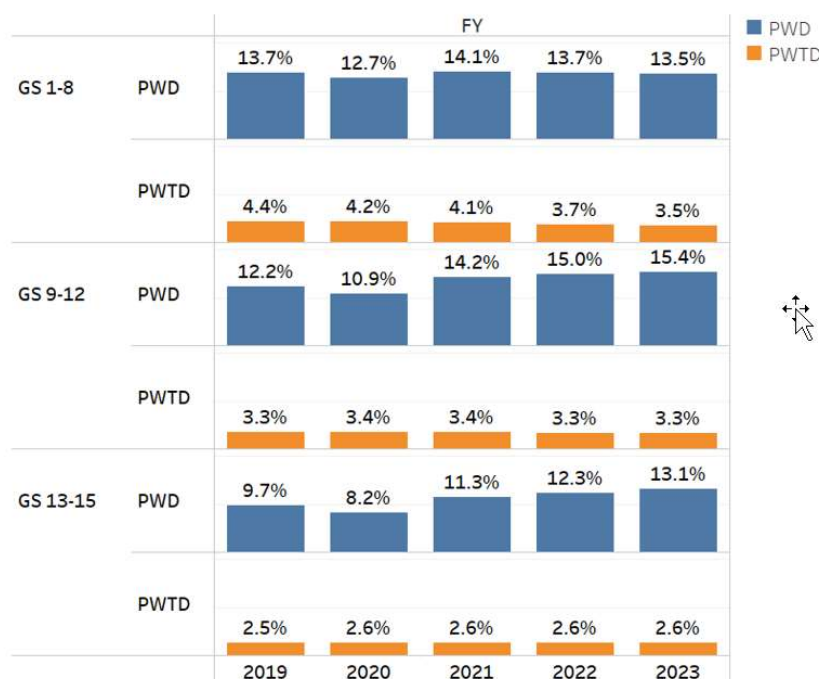


2.B. Disability Status

In FY2023, nearly 14% of the IRS workforce (Figure 3) were persons with disabilities (PWD) with over 3% of the IRS workforce were persons with targeted disabilities (PWTD). Said another way, of the PWD population, 23% were persons with targeted disabilities. The ratio of PWTD to PWD varied across the grade level. Specifically, 25.6% of the PWD at the GS 1-8 level were PWTD. Similarly, 21.5% and 19.4% of the PWD at the GS 9-12 and GS 13-15 levels were PWTD.

The Service continues to meet its overall benchmarks of 12% for PWDs and 2% for PWTDs. Despite meeting its overall targets, these employees are not distributed equally across the grade structure as they are more likely to be lower-graded employees. In FY2023, nearly 13.5% of GS 1-8 and 13.1% of GS 13-15 employees were PWDs as compared to 15.4% of GS 9-12 employees. Similarly, 3.5% of GS 1-8 employees were PWTDs as compared to 3.3% of GS 9-12 employees and 2.6% of GS 13-15 employees. This pattern of low participation of PWTDs as one looks up the grade structure has been evident (and similar in magnitude) over the past seven fiscal years.

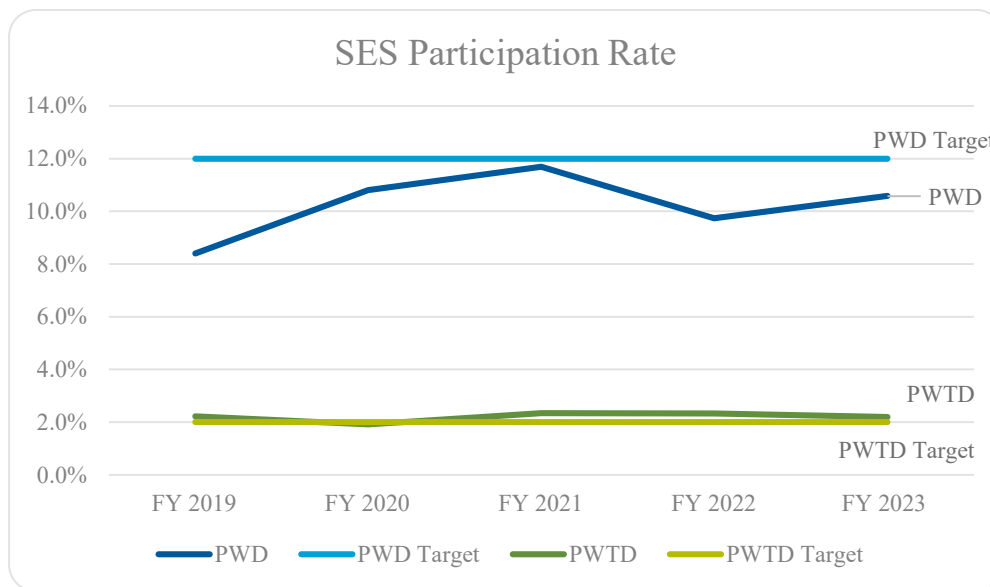
Figure 3: Workforce Stratified by Disability and Grade



The IRS SES PWD participation rate has consistently been below the 12% goal; however, it has steadily increased from 8.4% in FY2019 to 11.7% in FY2021, but then decreased to 9.7% in FY2022. The rate consequently increased to 10.6% in FY2023. The SES PWD participation rate is also less than expected based on the percentage of PWD in the GS 14 and GS-15 equivalent feeder pools (FY2023 GS-14 rate: 13.8%; GS-15 rate: 13.7%). However, the SES PWD participation rate is on par with the more specific senior manager feeder pool (Senior Manager rate: 10.3%).

Conversely, in four of the five years since FY2019, the Service has met its 2% PWTDD target for executives (Figure 4). FY2020 was the only year in which the SES PWTDD target was not met (1.92%). Specifically, the rate ranged from 2.34% in FY2021 to 2.19% in FY2023.

Figure 4: SES Stratified by Disability



2.C. Ethnicity and Race

The information reported here is for FY2023 and can be used to identify key workforce trends as well as possible barriers that could impact specific segments of the IRS workforce. The IRS has a considerable amount of ethnic diversity with over half of the total workforce being non-White; however, this diversity is not distributed evenly across the grade levels. For example, the IRS’s overall Black workforce participation rate is 31.6%. The Black participation rate is higher in the lower grades (35.9% for GS 1-8 equivalents and 31.2% for GS 9-12 equivalents) and considerably lower in the higher grades (23.8% for GS 13-15 equivalents). Over the past five years, the participation rate for White employees has decreased while the participation rate of non-White employees has increased. In this section, the rate at which the participation rate changes (by ethnicity and grade level) is analyzed and reported. American Indian/Alaska Natives (AIAN), Native Hawaiian/Pacific Islanders (NHPI), and those claiming two or more races (TMR) are excluded from the analysis in this section because when combined, they make up less than 2% of the total IRS workforce.

The IRS workforce demographics analysis shows the workforce participation rate dependence on grade is evident across all the ethnicity/races at the Service. Two key findings illustrated in Table 1 are summarized below:

- The average five-year participation rate percent increase across all non-executive employees is 8.9%. If trends continue, the IRS could expect an annual percent increase of 5.2%, 2.6%, and 2.8% for the GS 1-8, 9-12, and 13-15 groups respectively.

- Over the past five years, the group with the largest increased participation rate is Hispanic GS 9-12 employees. The group with the largest decreased participation rate is White GS 1-8 employees.

Table 1: Race and Ethnicity by Grade Groups

		FY2019		FY2023		Percent Change
		N	Participation Rate	N	Participation Rate	
GS 1-8	White	17,013	45.90%	16,984	38.00%	-17.20%
	Black	11,327	30.50%	16,076	35.90%	17.70%
	Hispanic	6,572	17.70%	8,941	20.00%	13.00%
	Asian	1,595	4.30%	1,952	4.40%	2.30%
GS 9-12	White	8,602	49.30%	8,705	45.20%	-8.30%
	Black	5,338	30.60%	6,020	31.20%	2.00%
	Hispanic	2,280	13.10%	3,031	15.70%	19.80%
	Asian	1,002	5.70%	1,230	6.40%	12.30%
GS 13-15	White	12,423	58.70%	12,802	54.30%	-7.50%
	Black	4,660	22.00%	5,614	23.80%	8.20%
	Hispanic	1,533	7.20%	1,952	8.30%	15.30%
	Asian	2,296	10.80%	2,923	12.40%	14.80%

The top panel of Table 1 shows since FY2019, the GS 1-8 participation rate of White employees decreased while the participation rates of Black, Hispanic, and Asian employees increased.

The participation rate of GS 9-12 Hispanic employees increased the most from 13.1% in FY2019 to 15.7% in FY2023; this is a 19.8% increase in their participation rate over these five years. At a slightly slower pace (17.7% change), the Black GS 1-8 participation rate increased from 30.5% in FY2019 to 31.2% in FY2023. In addition, the participation rate for Hispanic GS 13-15 (15.3% increase), Asian GS 13-15 (14.8% increase), and Hispanic GS 1-8 (13.0% increase) employees increased considerably over this five-year period. Moreover, non-White employees make up a larger percentage of the lower grades than they did five years ago.

The participation rates of two of the four races/ethnicity groups investigated remained relatively constant (defined as less than a 10% change in either direction) in the mid-grade level. However, the percent increase in the participation rates for GS 9-12 Hispanic and Asian employees was at least 12% from FY2019 to FY2023. While the Black, Hispanic, and Asian participation rates increased in the mid-grades, the White participation rate decreased.

White employees continue to make up most of the GS 13-15 equivalent employees. In FY2023, there were 2.3 times more White employees than Black employees in this grade range and nearly seven times more White employees than Hispanic employees. Over the years, however, the participation rate of

Black, Hispanic, and Asian employees has increased in this grade range. In FY2019, 6.13% of the IRS were Black GS 13-15 employees. In FY2023, Black GS 13-15 employees made up 6.39% of the IRS, a 4.24% increase. Similarly, in FY2019, 2.02% of the IRS were Hispanic GS 13-15 employees in comparison to 2.22% in FY2023 – a 9.90% increase. Likewise, the IRS had a 10.26% increase in the Asian GS 13-15 participation rate from 3.02% in FY2019 to 3.33% in FY2023.

While historically, the total IRS workforce was predominantly White (55.1% in 2015 not shown), in FY2019, White employees made up half of the total IRS workforce (50.3%) and in FY2022 made up less than half of the total IRS workforce (45.9%). This pattern has continued in FY2023 with White employees making up 44.0% of the IRS.

Black and Hispanic employees have a low participation rate at the higher grade levels. In FY2023, 31.6% of the total IRS workforce were Black with 35.9% of GS 1-8, 31.2% of GS 9-12, and 23.8% of GS 13-15 employees being Black. In FY2023, Hispanic employees made up 15.9% of the total IRS workforce with 20.0% of GS 1-8, 15.7% of GS 9-12, and 8.3% of GS 13-15 employees being Hispanic.

The analysis shows that the IRS has become considerably more diverse over the last several fiscal years; however, the representation varies at each grade level.

Figure 5: Senior Level Stratified by Race and Ethnicity

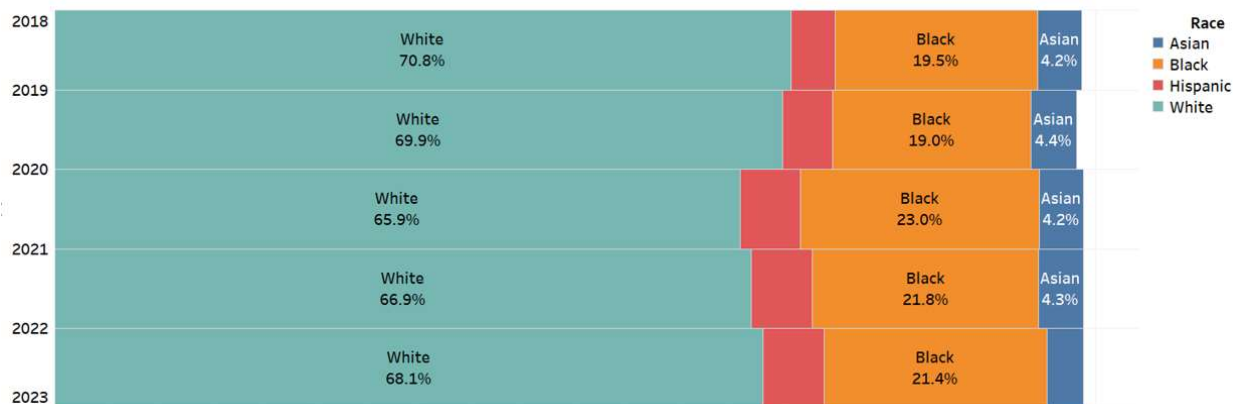


Figure 5 shows the diversity of the IRS executive cadre with a low participation rate for non-White executives. From FY2018 - FY2020, the participation rate of White executives decreased. For reference, in FY2019, Whites made up 69.9% of the IRS’s executives. By FY2023, the White executive participation rate rebounded to nearly FY2019 levels (68.1%).

Section 2 – Feeder Group Analysis for IRS Senior Level Positions

The following section provides additional insights into the feeder groups for IRS’ senior executive positions for FY2023. To become an IRS executive, interested employees must, at a minimum, be a GS-14 or GS-15 equivalent at the time that they apply to the Candidate Development Program (CDP) or to an executive vacancy announcement. Managerial experience, managing supervisors and/or other managers is no longer a requirement, but candidates *should* have some supervisory experience since applicants are ranked based on both their basic qualifications (where managerial experience falls) and

their responses to Executive Core Qualifications (ECQs). This section addresses the grade level requirement. Table 2 below provides the demographic makeup of the SES feeder pool for FY2023.

Table 2: Feeder Groups into SES for FY2023

	Workforce Participation	GS-14	GS-15	Senior Manager	SES
White Male	18.93%	30.27%	32.09%	30.37%	40.51%
White Female	25.09%	23.08%	25.87%	28.38%	29.20%
Black or African American Male	6.82%	8.57%	7.92%	8.82%	8.03%
Black or African American Female	24.77%	15.03%	15.93%	16.73%	11.31%
Hispanic Male	5.53%	3.68%	2.65%	3.73%	3.65%
Hispanic Female	10.34%	3.89%	3.57%	5.41%	2.19%
Asian Male	3.15%	7.39%	6.81%	2.57%	4.01%
Asian Female	3.81%	6.93%	3.96%	3.09%	0.36%
American Indian/ Alaska Native Male	0.25%	0.31%	0.28%	0.13%	0.73%
American Indian/ Alaska Native Female	0.52%	0.33%	0.28%	0.26%	0.00%
Native Hawaiian/ Pacific Islander Male	0.06%	0.05%	0.20%	0.19%	0.00%
Native Hawaiian/ Pacific Islander Female	0.12%	0.06%	0.16%	0.13%	0.00%
Two or More Races Male	0.18%	0.15%	0.16%	0.19%	0.00%
Two or More Races Female	0.44%	0.25%	0.12%	0.00%	0.00%
Males	34.92%	50.42%	50.12%	46.01%	56.93%
Females	65.08%	49.58%	49.88%	53.99%	43.07%
Persons with Disabilities	13.81%	13.74%	12.08%	10.30%	10.58%
Persons with Targeted Disability	3.17%	2.56%	2.18%	1.99%	2.19%

Government-wide, GS 13-15 equivalents make up the feeder pool for senior level positions. However, at the IRS, GS-13 equivalents are not included in the feeder pool for IRS executives since they do not have the required experience. There are senior, departmental, and frontline managers at the IRS, all of which have supervisory experience. The departmental managers pay band scale covers the GS 11/12/13 levels, which makes them ineligible to become members of the feeder pool for IRS executives. This does not include IR-03s and IR-04s which are GS-15 and GS-14 equivalents respectively. Senior managers (IR-01s) are GS-14 and GS-15 equivalents. They have obtained the necessary grade level experience needed for executive level appointments. It is possible for applicants to qualify for executive positions

externally if they can demonstrate the appropriate managerial experience outside of the Service and was compensated equivalent to the GS 14/15 level.

There are GS-14s and GS-15s that do not have any interest in advancing their careers to the SES level; yet they are included in our workforce tables as being part of the feeder pool. However, as stated previously, there are IRS employees at lower grades with supervisory experience (e.g., IRS departmental managers, former directors of companies in the private sector, and some veterans) that do not have the required time-in-grade to apply for executive positions internally but may apply through external announcements.

This section focuses only on the diversity of the GS-14, GS-15, and senior manager feeder pools. To clarify, the senior managers feeder pool is a subset of the GS-14 and GS-15 feeder pools because a senior manager (IR-1) can be either a GS-14 or GS-15 equivalent. In FY2023, senior managers making at least \$123,698 were determined to be GS-15 equivalents; all others were GS-14 equivalents.

While White employees continue to have a high participation rate at the higher grade levels, their participation rates vary by gender. The participation rates of White males in the three executive feeder pools (GS-14, GS-15, and senior manager) are over 10 percentage points higher than their overall workforce participation rate. This provides some insight as to why White males continue to have a high participation rate at the executive ranks. The percentage of White male executives is more than eight percentage points higher than their participation rate in any of their feeder groups.

When compared to the overall IRS participation rate, White females have a low participation rate at the GS-14 level and high participation rate in the senior manager feeder pool. The percentage of White female executives is on par with their senior manager representation.

The percentage of Black males at the higher grades (GS-14 and GS-15) is on par with the overall workforce participation rate; however, their senior manager participation rate is higher than expected based on the workforce participation rate. Despite just 6.8% of the workforce being Black males, in FY2023, 8.8% of senior managers were Black males. The percentage of IRS executives that were Black males was on par with the overall workforce IRS participation rates. In FY2023, Black male employees made up 6.8% of the IRS workforce and 8.0% of IRS executives.

In FY2023, 25% of the total IRS workforce were Black females. However, they were primarily lower graded and mid-graded employees. Despite being 25% of the workforce population, only 15.0% of GS-14s and 15.9% of GS-15s were Black females. In addition, one in six (16.7%) senior managers were Black females. Their participation rate at the executive level (11.3%) was 13 percentage points less than their overall participation and five percentage points less than their senior manager participation rate as one in nine executives were Black females.

In FY2023, Hispanic employees had a low participation rate in the higher grades. Despite making up 5.5% of the total IRS workforce, Hispanic males made up 3.7% of GS-14s, 2.7% of GS-15s, and 3.7% of FY2023 executives. Hispanic males have lower than expected senior manager participation (3.7%) as well. The Hispanic male SES participation rate is on par with their senior manager participation rate. Despite being lower than expected (based on both their overall IRS participation rate), the Hispanic male SES participation rate has steadily increased over the last five years.

In FY2023, Hispanic females made up 10.3% of the total IRS workforce with 3.9% of GS-14s, 3.6% of GS-15s, and 2.2% of the IRS executive cadre. The overall Hispanic female participation rate was 4.7

times larger than their SES participation rate, 2.7 times larger than their GS-14, 2.9 times larger than their GS-15, and 1.9 times larger than their senior manager participation rate. However, the Hispanic female SES participation rate is slowly increasing as just 2.0% of executives were Hispanic females in FY2022.

Asian employees continue to have a high participation rate in the higher grades. The participation rates of Asian males GS-14s and GS-15s are larger than their overall workforce participation rate. However, their senior manager participation rate is slightly lower than their overall participation rate. Having said this, Asian males have a high participation rate in the executive cadre based on their overall participation and senior manager participation rates but not based on their GS-14 or GS-15 participation rates.

The participation rates for Asian females GS-14s and GS-15s are on par with their overall participation rate (3.8%). However, based on their participation in all three of their feeder pools (GS-14, GS-15, and senior manager) and their overall participation rates, Asian females have a low participation rate in the executive cadre with less than 0.5% of IRS executives being Asian females.



At-A-Glance
Internal Revenue Agent (Series 0512)

Total Workforce = 8,115

Source: Workforce Analytics as of 9/30/2023

Workforce Total

	FY2021	FY2022	FY2023
Total	8,646	8,464	8,115

Workforce = Perm and Temp.

Eligible to Retire

	CY2023	CY2024	CY2025
Eligible	33.23%	35.91%	38.42%

Retirement is cumulative by calendar year.

Workforce Demographics:

Age Trend

	FY2021	FY2022	FY2023
Average Age	50.4	50.3	50.8
Average Years of Service	17.0	16.4	16.3
40 and Older	80.06%	80.81%	82.74%

Grade Trend

	FY2021	FY2022	FY2023
GS 1-8	3.50%	2.74%	1.65%
GS 9-12	23.43%	24.59%	27.54%
GS 13-15	73.05%	72.66%	70.79%

Demographics with Benchmarks:

Disability Trend

	Goal	FY2021	FY2022	FY2023
PWD	12.00%	8.57%	8.96%	8.92%
PWTD	2.00%	1.94%	2.00%	1.91%

IRS goals are 12 percent and 2 percent for PWD and PWTD.

Gender Trend

	OCLF	FY2021	FY2022	FY2023
Female	64.60%	52.57%	53.37%	53.25%
Male	35.40%	47.43%	46.63%	46.75%

Occupational Civilian Labor Force (OCLF) 2018.

Ethnicity Race Indicator Trend

	OCLF	FY2021	FY2022	FY2023
AIAN	0.50%	0.59%	0.63%	0.60%
Asian	5.30%	15.35%	16.17%	17.03%
Black	18.40%	15.61%	16.01%	16.12%
Hispanic	11.40%	9.66%	10.18%	10.31%
NHPI	0.00%	0.20%	0.25%	0.22%
TMR	1.80%	0.28%	0.31%	0.35%
White	62.60%	58.32%	56.45%	55.37%

Occupational Civilian Labor Force (OCLF) 2018.

American Indian/Alaska Native (AIAN).

Native Hawaiian/Pacific Islander (NHPI).

Two or More Races (TMR).

Veteran Trend

	Goal	FY2021	FY2022	FY2023
Veterans	17%	8.21%	8.33%	8.18%
Disabled Veterans	3%	3.47%	3.66%	3.65%



At-A-Glance
Tax Examiner (Series 0592)
Total Workforce = 13,054
 Source: Workforce Analytics as of 9/30/2023

Workforce Total

	FY2021	FY2022	FY2023
Total	12,685	12,506	13,054

Workforce = Perm and Temp.

Eligible to Retire

	CY2023	CY2024	CY2025
Eligible	22.87%	25.56%	28.32%

Retirement is cumulative by calendar year.

Workforce Demographics:

Age Trend

	FY2021	FY2022	FY2023
Average Age	48.3	48.0	47.3
Average Yrs. of Service	13.2	12.5	11.6
40 and Older	71.56%	70.90%	68.22%

Grade Trend

	FY2021	FY2022	FY2023
GS 1-8	93.50%	93.79%	94.12%
GS 9-12	6.50%	6.21%	5.86%
GS 13-15	--	--	0.02%

Demographics with Benchmarks:

Disability Trend

	Goal	FY2021	FY2022	FY2023
PWD	12.00%	14.20%	14.27%	13.97%
PWTD	2.00%	4.44%	4.45%	4.31%

IRS goals are 12 percent and 2 percent for PWD and PWTD.

Gender Trend

	OCLF	FY2021	FY2022	FY2023
Female	64.60%	73.39%	72.86%	73.23%
Male	35.40%	26.61%	27.14%	26.77%

Occupational Civilian Labor Force (OCLF) 2018.

Ethnicity Race Indicator Trend

	OCLF	FY2021	FY2022	FY2023
AIAN	0.50%	0.98%	0.99%	0.99%
Asian	5.30%	6.28%	6.72%	6.81%
Black	18.40%	24.66%	24.19%	26.74%
Hispanic	11.40%	16.27%	16.54%	16.58%
NHPI	0.00%	0.17%	0.18%	0.21%
TMR	1.80%	0.43%	0.80%	0.90%
White	62.60%	51.23%	50.57%	47.78%

Occupational Civilian Labor Force (OCLF) 2018.

American Indian/Alaska Native (AIAN).

Native Hawaiian/Pacific Islander (NHPI).

Two or More Races (TMR).

Veteran Trend

	Goal	FY2021	FY2022	FY2023
Veterans	17%	4.93%	4.45%	4.17%
Disabled Veterans	3%	2.17%	2.12%	2.07%

Veteran is percent of total workforce.



At-A-Glance

Contact Representative (Series 0962)

Total Workforce = 23,780

Source: Workforce Analytics as of 9/30/2023

Workforce Total

	FY2021	FY2022	FY2023
Total	17,549	21,597	23,780

Workforce = Perm and Temp.

Eligible to Retire

	CY2023	CY2024	CY2025
Eligible	12.60%	14.04%	15.90%

Retirement is cumulative by calendar year.

Workforce Demographics:

Age Trend

	FY2021	FY2022	FY2023
Average Age	45.1	43.5	42.9
Average Yrs. of Service	9.4	7.6	7.0
40 and Older	61.80%	56.78%	54.44%

Grade Trend

	FY2021	FY2022	FY2023
GS 1-8	85.55%	87.19%	86.76%
GS 9-12	14.45%	12.81%	13.24%
GS 13-15	--	--	--

Demographics with Benchmarks:

Disability Trend

	Goal	FY2021	FY2022	FY2023
PWD	12.00%	12.13%	11.42%	11.50%
PWTD	2.00%	3.00%	2.50%	2.38%

IRS goals are 12 percent and 2 percent for PWD and PWTD.

Gender Trend

	OCLF	FY2021	FY2022	FY2023
Female	80.70%	73.36%	74.21%	74.36%
Male	19.30%	26.64%	25.79%	25.64%

Occupational Civilian Labor Force (OCLF) 2018.

Ethnicity Race Indicator Trend

	OCLF	FY2021	FY2022	FY2023
AIAN	0.70%	0.63%	0.55%	0.61%
Asian	3.90%	2.75%	2.67%	2.62%
Black	13.70%	40.75%	43.86%	43.63%
Hispanic	16.60%	19.86%	21.80%	23.29%
NHPI	0.30%	0.11%	0.12%	0.16%
TMR	2.30%	0.59%	0.62%	0.70%
White	62.50%	35.31%	30.38%	28.98%

Occupational Civilian Labor Force (OCLF) 2018.

American Indian/Alaska Native (AIAN).

Native Hawaiian/Pacific Islander (NHPI).

Two or More Races (TMR).

Veteran Trend

	Goal	FY2021	FY2022	FY2023
Veterans	17%	5.22%	5.10%	4.63%
Disabled Veterans	3%	2.41%	2.35%	2.26%

Veteran is percent of total workforce.



At-A-Glance
Revenue Officer (Series 1169)
Total Workforce = 3,080

Source: Workforce Analytics as of 9/30/2023

Workforce Total

	FY2021	FY2022	FY2023
Total	2,880	2,858	3,080

Workforce = Perm and Temp.

Eligible to Retire

	CY2023	CY2024	CY2025
Eligible	23.44%	26.43%	29.12%

Retirement is cumulative by calendar year.

Workforce Demographics:

Age Trend

	FY2021	FY2022	FY2023
Average Age	49.7	48.6	47.9
Average Yrs. of Service	18.2	16.5	14.4
40 and Older	81.21%	77.40%	75.32%

Grade Trend

	FY2021	FY2022	FY2023
GS 1-8	5.56%	7.56%	11.36%
GS 9-12	67.43%	66.52%	64.42%
GS 13-15	27.01%	25.93%	24.22%

Demographics with Benchmarks:

Disability Trend

	Goal	FY2021	FY2022	FY2023
PWD	12.00%	11.91%	12.46%	12.79%
PWTD	2.00%	2.01%	2.17%	1.98%

IRS goals are 12 percent and 2 percent for PWD and PWTD.

Gender Trend

	OCLF	FY2021	FY2022	FY2023
Female	64.60%	57.08%	55.56%	55.10%
Male	35.40%	42.92%	44.44%	44.90%

Occupational Civilian Labor Force (OCLF) 2018.

Ethnicity Race Indicator Trend

	OCLF	FY2021	FY2022	FY2023
AIAN	0.50%	0.80%	0.77%	0.75%
Asian	5.30%	5.76%	5.88%	6.46%
Black	18.40%	27.53%	27.47%	29.06%
Hispanic	11.40%	14.76%	15.26%	16.07%
NHPI	0.00%	0.17%	0.17%	0.10%
TMR	1.80%	0.49%	0.49%	0.68%
White	62.60%	50.49%	49.97%	46.88%

Occupational Civilian Labor Force (OCLF) 2018.

American Indian/Alaska Native (AIAN).

Native Hawaiian/Pacific Islander (NHPI).

Two or More Races (TMR).

Veteran Trend

	Goal	FY2021	FY2022	FY2023
Veterans	17%	15.24%	15.26%	14.32%
Disabled Veterans	3%	8.13%	8.47%	8.34%

Veteran is percent of total workforce.



At-A-Glance
Criminal Investigation (Series 1811)
Total Workforce = 2,143

Source: Workforce Analytics as of 9/30/2023

Workforce Total

	FY2021	FY2022	FY2023
Total	2,046	2,075	2,143

Workforce = Perm and Temp.

Eligible to Retire

	CY2023	CY2024	CY2025
Eligible	11.85%	15.12%	21.65%

Retirement is cumulative by calendar year.

Workforce Demographics:

Age Trend

	FY2021	FY2022	FY2023
Average Age	42.4	42.0	41.4
Average Yrs. of Service	14.6	14.0	13.2
40 and Older	65.88%	64.19%	62.11%

Grade Trend

	FY2021	FY2022	FY2023
GS 1-8	2.59%	2.99%	2.89%
GS 9-12	16.62%	19.57%	22.26%
GS 13-15	80.40%	76.92%	74.20%

Demographics with Benchmarks:

Disability Trend

	Goal	FY2021	FY2022	FY2023
PWD	12.00%	3.18%	3.42%	3.78%
PWTD	2.00%	0.10%	0.14%	0.14%

IRS goals are 12 percent and 2 percent for PWD and PWTD.

Gender Trend

	OCLF	FY2021	FY2022	FY2023
Female	25.00%	25.71%	25.25%	24.87%
Male	75.00%	74.29%	74.75%	75.13%

Occupational Civilian Labor Force (OCLF) 2018.

Ethnicity Race Indicator Trend

	OCLF	FY2021	FY2022	FY2023
AIAN	0.50%	0.78%	0.77%	0.65%
Asian	1.90%	6.84%	7.13%	7.37%
Black	10.70%	8.50%	8.05%	7.79%
Hispanic	14.20%	9.43%	10.36%	11.15%
NHPI	0.10%	0.05%	0.05%	0.05%
TMR	2.10%	0.15%	0.14%	0.23%
White	70.50%	74.24%	73.49%	72.75%

Occupational Civilian Labor Force (OCLF) 2018.

American Indian/Alaska Native (AIAN).

Native Hawaiian/Pacific Islander (NHPI).

Two or More Races (TMR).

Veteran Trend

	Goal	FY2021	FY2022	FY2023
Veterans	17%	9.78%	9.35%	10.03%
Disabled Veterans	3%	2.59%	2.75%	3.03%

Veteran is percent of total workforce.



At-A-Glance
IT Management (Series 2210)
Total Workforce = 7,134

Source: Workforce Analytics as of 9/30/2023

Workforce Total

	FY2021	FY2022	FY2023
Total	6,287	6,135	7,134

Workforce = Perm and Temp.

Eligible to Retire

	CY2023	CY2024	CY2025
Eligible	32.80%	36.49%	39.88%

Retirement is cumulative by calendar year.

Workforce Demographics:

Age Trend

	FY2021	FY2022	FY2023
Average Age	52.7	52.7	51.9
Average Yrs. of Service	16.1	15.8	13.6
40 and Older	88.94%	88.33%	85.86%

Grade Trend

	FY2021	FY2022	FY2023
GS 1-8	3.28%	2.14%	2.44%
GS 9-12	27.79%	27.47%	27.04%
GS 13-15	68.90%	70.33%	70.42%

Demographics with Benchmarks:

Disability Trend

	Goal	FY2021	FY2022	FY2023
PWD	12.00%	19.69%	21.27%	20.90%
PWTD	2.00%	4.79%	4.84%	4.43%

IRS goals are 12 percent and 2 percent for PWD and PWTD.

Gender Trend

	OCLF	FY2021	FY2022	FY2023
Female	29.10%	39.10%	37.90%	36.63%
Male	70.90%	60.90%	62.10%	63.37%

Occupational Civilian Labor Force (OCLF) 2018.

Ethnicity Race Indicator Trend

	OCLF	FY2021	FY2022	FY2023
AIAN	0.20%	0.67%	0.70%	0.70%
Asian	9.60%	16.84%	17.18%	18.31%
Black	6.10%	32.26%	32.75%	32.77%
Hispanic	6.10%	6.14%	6.34%	6.59%
NHPI	0.10%	0.19%	0.23%	0.27%
TMR	2.00%	0.57%	0.64%	0.73%
White	75.90%	43.33%	42.17%	40.64%

Occupational Civilian Labor Force (OCLF) 2018.

American Indian/Alaska Native (AIAN).

Native Hawaiian/Pacific Islander (NHPI).

Two or More Races (TMR).

Veteran Trend

	Goal	FY2021	FY2022	FY2023
Veterans	17%	22.70%	24.47%	23.11%
Disabled Veterans	3%	13.30%	15.29%	14.89%

Veteran is percent of total workforce.



At-A-Glance

Internal Revenue Service (IRS)

Total Workforce = 87,876

Source: Workforce Analytics as of 9/30/2023

Workforce Total

	FY2021	FY2022	FY2023
Total	79,479	82,907	87,876

Workforce = Perm and Temp.

Eligible to Retire

	CY2023	CY2024	CY2025
Eligible	24.10%	26.78%	29.61%

Retirement is cumulative by calendar year.

Workforce Demographics:

Age Trend

	FY2021	FY2022	FY2023
Average Age	48.9	48.1	47.6
Average Yrs. of Service	14.7	13.5	12.6
40 and Older	75.35%	72.88%	71.22%

Grade Trend

	FY2021	FY2022	FY2023
GS 1-8	49.46%	51.04%	50.93%
GS 9-12	21.96%	21.47%	21.94%
GS 13-15	28.26%	27.18%	26.83%

Demographics with Benchmarks:

Disability Trend

	Goal	FY2021	FY2022	FY2023
PWD	12.00%	13.31%	13.59%	13.81%
PWTD	2.00%	3.48%	3.33%	3.17%

IRS goals are 12 percent and 2 percent for PWD and PWTD.

Gender Trend

	CLF	FY2021	FY2022	FY2023
Female	48.21%	65.01%	65.28%	65.08%
Male	51.79%	34.99%	34.72%	34.92%

Civilian Labor Force (CLF) 2018.

Ethnicity Race Indicator Trend

	CLF	FY2021	FY2022	FY2023
AIAN	0.61%	0.79%	0.76%	0.77%
Asian	4.37%	6.77%	6.72%	6.96%
Black	12.31%	29.26%	30.69%	31.59%
Hispanic	12.98%	14.06%	15.17%	15.86%
NHPI	0.16%	0.15%	0.17%	0.18%
TMR	2.10%	0.45%	0.54%	0.61%
White	67.47%	48.53%	45.94%	44.02%

Civilian Labor Force (CLF) 2018.

American Indian/Alaska Native (AIAN).

Native Hawaiian/Pacific Islander (NHPI).

Two or More Races (TMR).

Veteran Trend

	Goal	FY2021	FY2022	FY2023
Veterans	17%	9.42%	9.33%	9.18%
Disabled Veterans	3%	4.88%	5.12%	5.25%

Veteran is percent of total workforce.

INTERNAL REVENUE SERVICE
MANAGEMENT DIRECTIVE 715

APPENDIX D

90 DAY ENTRANCE
SURVEY

ANALYSIS OF FY23 90-DAY SURVEY RESULTS

EXECUTIVE SUMMARY

The 90-day survey is designed to obtain the perspectives of newly hired employees regarding the federal recruitment process which includes receiving feedback about vacancy announcements as well as the application, hiring and on-boarding processes. In this report, EDI analyzed the FY23 responses through the end of the third quarter. While the survey response rate was very low, 4%, the results suggest that the diversity and inclusion related processes that the IRS conducts during its onboarding process continues since FY21 to be well received by new hires.

Survey results suggest that the diversity and inclusive aspects of the onboarding process is perceived differently by employees of different grade levels, age, gender, veteran status, and disability status. For example, 11.2% of Black respondents did not feel that the policies were clear and helpful compared to just 4.8% of White respondents. Similarly, 80.7% of male respondents believed that the supervisor provided them with a clear and concise explanation of their duties and job expectations in comparison to just 69.5% of female respondents. Moreover, 78.9% of veteran respondents believe that their supervisor quickly integrated them into their team while 74.0% of non-veterans felt the same way. Furthermore, 78.9% of respondents aged 50 years and older believed that their supervisor checks on them regularly in comparison to 68.5% of 18-39 year old respondents.

The EDI-related processes that the IRS conducts during its onboarding process continues to be well received by new hires; however, due to the small response rates, the FY23 results should be considered tentative. However, the conclusion that the onboarding process continues to be well received was first identified in FY21 and again in FY22. Consequently, this finding appears to be robust and independent of the year of the data being analyzed.

Having said this, survey results suggest that the diversity and inclusive aspects of the onboarding process is perceived differently by employees of different grade levels, age, gender, veteran status, and disability status.

90-Day Entrance Survey Analysis

Dr. Ray Mooring, EDI Analytics

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 were clear and helpful. 4

 Q25C – My supervisor provided me with a clear and concise explanation of my duties and job
 expectations. 5

 Q26A – My supervisor quickly integrated me into the team..... 6

 Q27C – My supervisor checks with me regularly to answer any questions I may have. 7

CONCLUSION 8

BACKGROUND

The 90-day entrance survey is designed to obtain the perspectives of newly hired employees regarding the federal recruitment process which includes receiving feedback about vacancy announcements as well as the application, hiring and on-boarding processes. In this report, EDI analyzes the FY23 responses through the end of the third quarter. During the first three quarters of FY23, the IRS hired 11,441 new permanent, seasonal, and temporary employees. Of these, 451 (4%) responded to the survey. EDI continues to focus on the four statements that are associated with equity, diversity, and inclusion (EDI) themes. The four statements are listed in Table 1 below:

Table 1: EDI-Related Statements Captured on the 90 Day Survey

Q23B	Ethics and key personnel policies (e.g., equal opportunity, sexual harassment, etc.) were clear and helpful.
Q25C	My supervisor provided me with a clear and concise explanation of my duties and job expectations.
Q26A	My supervisor quickly integrated me into the team.
Q27C	My supervisor checks with me regularly to answer any questions I may have.

Confidence in this year's results can be increased if the results validate the results reported in the FY22 report and/or align with the future FY24 results. Nevertheless, the FY23 results presented here can serve as a post-COVID reference point to compare FY24 results at a later date. To this end, the demographics of the FY23 survey respondents are provided in Table 2. In the table, responses from GS 1-4 and GS 5-8 employees were aggregated into a GS 1-8 group. Responses from respondents aged 18-29 years were combined with responses from the 30-39 year old respondents to form a 18-39 group. Similarly, responses from respondents aged 50-59 years and those who were 60 and older, were combined to form a "50+" age group. Moreover, responses from Asian, Native Hawaiian Pacific Islander, American Indian Alaska Native, and Two or More Races were combined into an "Other" racial group.

Table 2: Demographics of the Respondents to the New Employee 90 Day Entrance Survey

Respondents	FY 2022 Q4	FY 2023 Q3
GS 1-8	74.30%	71.68%
GS 9-12	16.35%	17.65%
GS 13-SES	9.34%	10.68%
Supervisory	7.98%	8.28%
Non-Supervisory	92.02%	91.72%
18-39 years	46.79%	39.43%
40-49 years	26.36%	25.49%
50 years and older	26.85%	35.08%
Male	32.25%	42.92%
Female	67.75%	57.08%
Black	37.24%	31.15%
White	34.41%	40.96%
Hispanic	13.88%	13.07%
Other	14.47%	14.81%
Veteran	15.52%	27.89%
Not a Veteran	84.48%	72.11%
Disabled	12.73%	17.65%
Not Disabled	87.27%	82.35%
Total (N)	2,868	459

Source: 90 Day Survey Responses (FY 22 – FY 23 Q3)

Respondents were asked to rate their agreement and/or support for each survey statement using a five-point Likert scale. A respondent who scored a statement a 4 or 5 is said to have provided a positive response and agrees and/or supports the statement. A respondent who scored a statement a 1 or 2 indicates a negative response and disagreement with the statement. Response 3 is considered neutral (neither positive nor negative). Survey respondents were grouped by grade level, supervisory status, age, gender, ethnicity, veteran, and disability status. For each group and each survey statement, an average rating based on the respondents' level of agreement was calculated and analyzed. Average scores range from 1 to 5 with higher scores indicating higher levels of agreement with the survey statement. In this FY23 report, the terms "mean" and "average" are used interchangeably. The terms "prompt" and "survey statement" are also used interchangeably.

SURVEY RESPONSES

Q23B – Ethics and Key Personnel policies (e.g., equal opportunity, sexual harassment, etc.) were clear and helpful.

In FY23, the proportion of respondents who believed that the policies were clear and helpful was 82.7%. Table 3 provides the distribution of responses partitioned by their demographic characteristics. Higher graded employees (GS-13 to SES: 87.8% positive), employees in the 40-49 year age group (84.6% positive), and agreed with the survey prompt the most.

Table 3: Mean Score and Distribution of Q23B Responses By Demographic Characteristics

FY 2023 Responses	Q23B			
	Mean	Positive	Neutral	Negative
GS 1-8	4.12	76.90%	14.29%	8.81%
GS 9-12	4.33	83.95%	9.88%	6.17%
GS 13-SES	4.41	87.76%	10.20%	2.04%
Non-Supervisory	4.17	79.33%	12.83%	7.84%
Supervisory	4.39	78.95%	15.79%	5.26%
18-39	4.19	77.90%	14.36%	7.73%
40-49	4.26	84.62%	10.26%	5.13%
50+	4.12	77.02%	13.66%	9.32%
Female	4.13	78.24%	13.36%	8.40%
Male	4.26	80.71%	12.69%	6.60%
White	4.23	79.79%	15.43%	4.79%
Black	4.07	75.52%	13.29%	11.19%
Hispanic	4.25	81.67%	10.00%	8.33%
Other	4.24	83.82%	8.82%	7.35%
Not a Vet	4.18	79.46%	12.69%	7.85%
Vet	4.19	78.91%	14.06%	7.03%
No Disability	4.20	80.42%	12.17%	7.41%
PWD	4.14	74.07%	17.28%	8.64%

Source: FY 23 90 Day Survey Responses (Through Q3)

Q25C – My supervisor provided me with a clear and concise explanation of my duties and job expectations.

In FY23, the proportion of respondents who believed that the supervisor provided them with a clear and concise explanation of their duties and job expectations was 72.3%. Table 4 provides the distribution of responses partitioned by the demographic characteristics. Higher graded employees (85.7% positive) and male employees (80.7% positive) agreed with the survey prompt the most.

Table 4: Mean Score and Distribution of Q25C Responses By Demographic Characteristics

Q25C				
FY 2023 Responses	Mean	Positive	Neutral	Negative
GS 1-8	3.97	72.04%	13.37%	14.59%
GS 9-12	4.22	76.54%	14.81%	8.64%
GS 13-SES	4.43	85.71%	8.16%	6.12%
Non-Supervisory	4.05	73.87%	13.54%	12.59%
Supervisory	4.24	78.95%	7.89%	13.16%
18-39	4.02	71.82%	13.81%	14.36%
40-49	4.05	75.21%	11.97%	12.82%
50+	4.12	76.40%	13.04%	10.56%
Female	3.95	69.47%	17.18%	13.36%
Male	4.22	80.71%	7.61%	11.68%
White	4.04	71.28%	17.02%	11.70%
Black	3.99	74.13%	11.19%	14.69%
Hispanic	4.23	80.00%	8.33%	11.67%
Other	4.13	77.94%	10.29%	11.76%
Not a Vet	4.02	72.51%	14.80%	12.69%
Vet	4.18	78.91%	8.59%	12.50%
No Disability	4.09	74.60%	13.76%	11.64%
PWD	3.94	72.84%	9.88%	17.28%

Source: FY 23 90 Day Survey Responses (Through Q3)

Q26A – My supervisor quickly integrated me into the team.

In FY23, 74.0% of respondents believed that their supervisor quickly integrated them into their team. Table 5 provides the distribution of responses partitioned by employee demographics. The table suggests that GS 13-SES employees (91.8% positive) and supervisors (84.2% positive) agreed with the survey prompt the most.

Table 5: Mean Score and Distribution of Q26A Responses By Demographic Characteristics

FY 2023 Responses	Q26A			
	Mean	Positive	Neutral	Negative
GS 1-8	4.02	71.73%	13.68%	14.59%
GS 9-12	4.61	80.25%	9.88%	9.88%
GS 13-SES	4.23	91.84%	4.08%	4.08%
Non-Supervisory	4.09	74.58%	12.83%	12.59%
Supervisory	4.42	84.21%	2.63%	13.16%
18-39	4.04	71.27%	14.36%	14.36%
40-49	4.22	79.49%	11.11%	9.40%
50+	4.12	77.02%	9.94%	13.04%
Female	4.06	70.61%	16.03%	13.36%
Male	4.27	81.73%	6.60%	11.68%
White	4.14	75.00%	13.83%	11.17%
Black	4.08	75.52%	13.29%	11.19%
Hispanic	4.12	73.33%	10.00%	16.67%
Other	4.13	77.94%	5.88%	16.18%
Not a Vet	4.09	74.02%	13.90%	12.08%
Vet	4.20	78.91%	7.03%	14.06%
No Disability	4.13	75.40%	12.96%	11.64%
PWD	4.05	75.31%	7.41%	17.28%

Source: FY 23 90 Day Survey Responses (Through Q3)

Q27C – My supervisor checks with me regularly to answer any questions I may have.

In FY23, 71.7% of respondents believed that their supervisor checks on them regularly. Table 6 provides the distribution of responses partitioned by employee demographics. Higher graded employees, specifically GS 13-SES employees (87.8% positive), and supervisors (84.2% positive) agreed with the survey prompt the most.

Table 6: Mean Score and Distribution of Q27C Responses By Demographic Characteristics

Q27C				
FY 2023 Responses	Mean	Positive	Neutral	Negative
GS 1-8	4.04	71.73%	14.59%	13.68%
GS 9-12	4.10	75.31%	11.11%	13.58%
GS 13-SES	4.49	87.76%	8.16%	4.08%
Non-Supervisory	4.06	73.16%	14.01%	12.83%
Supervisory	4.45	84.21%	5.26%	10.53%
18-39	3.97	68.51%	15.47%	16.02%
40-49	4.14	76.07%	11.97%	11.97%
50+	4.21	78.88%	11.80%	9.32%
Female	3.96	68.32%	18.32%	13.36%
Male	4.27	81.73%	6.60%	11.68%
White	4.08	72.34%	13.83%	13.83%
Black	4.06	76.22%	11.89%	11.89%
Hispanic	4.22	75.00%	15.00%	10.00%
Other	4.10	73.53%	13.24%	13.24%
Not a Vet	4.06	72.51%	15.71%	11.78%
Vet	4.19	78.13%	7.03%	14.84%
No Disability	4.11	74.07%	14.02%	11.90%
PWD	4.02	74.07%	9.88%	16.05%

Source: FY 23 90 Day Survey Responses (Through Q3)

CONCLUSION

The EDI-related processes that the IRS conducts during its onboarding process continues to be well received by new hires; however, due to the low response rate, the FY23 results should be tentative. The conclusion that the onboarding process continues to be well received was first identified in FY21 and again in FY22. Consequently, this finding appears to be robust and independent of the year of the data being analyzed.

Survey results suggest that the diversity and inclusive aspects of the onboarding process is perceived differently by employees of different grade levels, age, gender, veteran status, and disability status. For example, 11.2% of Black respondents did not feel that the policies were clear and helpful compared to just 4.8% of White respondents. Similarly, 80.7% of male respondents believed that the supervisor provided them with a clear and concise explanation of their duties and job expectations in comparison to just 69.5% of female respondents. Moreover, 78.9% of veteran respondents believe that their supervisor quickly integrated them into their team while 74.0% of non-veterans felt the same way. Furthermore, 78.9% of respondents aged 50 years and older believed that their supervisor checks on them regularly in comparison to 68.5% of 18-39 year old respondents.

INTERNAL REVENUE SERVICE
MANAGEMENT DIRECTIVE 715

APPENDIX E

FY2**2** EXIT SURVEY
SUMMARY ANALYSIS

FY 2023 EXIT SURVEY ANALYSIS EXECUTIVE SUMMARY

Treasury Exit Survey data was analyzed both as a cross-section and snapshot in time (FY 2023) and longitudinally (from FY 2019-2023). In FY 2023, there were 1,140 responses, 225 of which came from employees who were separated from an unknown business unit. This report is based on the remaining 915 records. Of the 915 remaining records, 574 (62.7%) were from female respondents. In addition, 114 (12.1%) respondents were Hispanic, 260 (28.4%) were Black, and 56 (6.1%) were Asian. Persons with disabilities (PWD) responded 102 (11.1%) while veterans responded with 133 (14.5%) records. This separations analysis focuses on non-retirement related information on Females, Hispanics, Blacks, Asians, PWD and Veterans for FY 2023 (through August 2023) with five (5) year comparisons dating back to FY 2019.

Results suggest that resignation dominated non-retirement voluntary separations in five of the six demographic groups while transfers were the leading non-retirement voluntary separations for veterans. Job-Related Stress and “pay level in relation to my job responsibilities and performance” continued to strongly impact the respondents’ decision to separate from the agency. However, Option to Telecommute which was not reported as a top concern in previous years, was found to be a top concern for five of the six groups (except for Blacks) in FY 2023.

In addition, the results of this year’s exit survey analysis suggest:

1. the top concerns that highly impacted female decisions to leave the Service remained relatively consistent since FY 2019. Specifically, females report that job related stress, their pay level in relation to job responsibilities and performance, and the reasonableness of their workload were the main reasons that strongly impacted their decision to leave the Service.
2. the primary type of non-retirement separation for Hispanics varied by grade level. More GS 5-8 Hispanics resigned, then transferred, or were promoted in another federal agency. In contrast, most GS 9-12 Hispanics transferred or resigned while most GS 13-15 Hispanics transferred to other federal agencies or Treasury bureaus.
3. of the Black respondents reporting that access to training opportunities strongly impacted their decision to separate, 81.5% reported that something could have been done to prevent them from leaving. Similarly, of the respondents reporting that their supervisor’s concern and interest in assisting them to achieve their career goals strongly impacted their decision to separate, 80.8% reported that something could have been done to prevent them from leaving.
4. unlike other groups, Asians reported that the top reason strongly impacting their decision to separate was their pay level in relation to their job responsibilities and performance.
5. there were some significant increases in the top concerns that strongly impacted PWD decisions to separate from FY 2019 through FY 2023. One important finding was the strongly impacted percentage of Option to Telecommute which increased from 17.0% in FY 2019 to 29.4% in FY 2023.
6. veterans who separated but did not retire were most likely to transfer out of the agency regardless of grade or race.



October 6, 2023

Exit Survey Analysis

FY 2023 (Oct. 2022 – Aug. 2023)

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EXIT SURVEY ANALYSIS

Introduction

As of FY 2023 Q3, there were 7,440 IRS voluntary separations (30.1% of voluntary separations were retirements). By contrast, as of FY 2022 Q3, retirements made up 33.2% of the IRS voluntary separations. Now, most separations are resignations, followed by retirements, and transfers. Exit surveys were issued to employees who voluntarily separated, and there were 915 responses through August 31, 2023. Exit survey results are useful to the agency in developing strategies to retain a more engaged workforce. Analyzing the root causes of voluntary separations can help the agency to achieve higher levels of employee satisfaction.

This separations analysis includes non-retirement related information on Females, Hispanics, Blacks, Asians, Persons with Disabilities (PWD) and Veterans for FY 2023 (through August 2023) with five (5) year comparisons dating back to FY 2019. Native Hawaiian Pacific Islanders, American Indian Alaska Natives, and Two or More Races were not selected because few of the survey respondents self-identified as belonging to these groups.

To this end, in FY 2023, there were 1,140 responses, 225 of which came from employees who were separated from an unknown business unit. This report is based on the remaining 915 records. Of the 915 remaining records, 574 (62.7%) were from female respondents. In addition, 114 (12.1%) respondents were Hispanic, 260 (28.4%) were Black, and 56 (6.1%) were Asian. Persons with disabilities (PWD) submitted 102 (11.1%) records while veterans submitted 133 (14.5%) records. These numbers are not unique as respondents can (and most likely do) identify at the intersection of gender, race, disability, and veteran status. These employees were counted separately in each group's analysis.

Data Used

FY 2019-2023 responses from the Treasury Exit Survey were explored in this study. Information mined from this survey which is offered to employees who voluntarily separate from the agency provides valuable insight into the work environment and thought processes governing respondents' decision to leave the Service. One critical question asks respondents to report why they are leaving to which respondents can choose from nearly a dozen options.

In this year's study, EDI Analytics consolidated the reasons why employees leave into five general reasons: retirement, resignation, transfer, promotion, or "other." Any employee who reported to have left to accept a position in private sector, in a non-profit organization, state or local government, to continue their education, for personal circumstances, to pursue self-employment or who resign for any other reason were said to resign from the Service. Employees who leave for a promotion in another federal agency or in another Treasury bureau were combined into the leave for promotion category. Similarly, employees who transfer to another federal agency or to another bureau within Treasury were combined into the transfer category. All other reasons other than retirement, resignation, promotion, or transfer were combined into an "Other" category. This

category includes those respondents who selected the Other option as well as those who selected “End of Appointment.”

Analysis Techniques

To complete this year’s review, EDI partitioned the survey results into six groups: Females, Hispanics, Black, Asians, PWDs, and Veterans. For each group, the following descriptive statistics were captured:

- the number and type of top separations (other than retirement) by grade, race, and job series
- a list of the top concerns that strongly impacted FY 2023 respondents’ decision to separate
- a trend analysis of the percent of respondents reporting that the top FY 2023 concerns strongly impacted their decision to leave
- the percent of respondents reporting that they would return to work for the agency and/or who report that something could have been done to prevent them from leaving separately for each of the top FY 2023 concerns
- a profile of the respondents who reported that Job-Related Stress strongly impacted their decision to separate

The tables with this information can be found in the appendix. The statistics reported in this year’s version of the report will differ from the statistics reported in previous years due to this year’s analysis using data from all 12 months of the 2019-2022 fiscal years while previous years reported results only through Q3. That is, responses from Q4 in FY 2022 were not considered in last year’s report but are included (in the FY 2022 data reported) in this year’s report.

Females

As of third quarter FY 2023, the percentage of voluntary female separations (70.3%) exceeded the percentage of female employees in the Service (65.4%) by almost 5 percentage points. As of August 31, 2023, there were 574 female exit survey respondents. Responses from surveys are as follows:

Most GS 13-15 separating females who did not retire, transferred to another federal agency (6.6%). On the other hand, most females in the GS 1-12 grade range who did not retire, resigned or transferred to another federal agency (11.7%). Having said this, the bulk of the female separations in this group came from grades 5-8. Most of the separating females in the major occupations (0512, 0592, 0962, 1169, and 2210) who did not retire, resigned, while most females in the 1811 occupation transferred.

FY 2023 exit survey results indicated that the top concerns strongly impacting female decisions to separate from the service were Job-Related Stress (34.5%), their pay level in relation to their job responsibilities and performance (23.3%), their access to developmental opportunities (20.2%), and their job description in relation to their actual duties and responsibilities (22.7%). The top concerns that highly impacted female decisions to leave the service remained relatively consistent since FY 2019. Over half of FY 2023 respondents (53.5%) who indicated that Job-Related Stress

strongly impacted their decisions to separate, stated that they would return to work for Treasury, and 63.1% of these respondents indicated that their separations could have been prevented.

The profile of a typical separating female who said that Job-Related Stress strongly impacted their decision to leave the service was at least 50 years old (57.0%), GS 5-15 (96.1%), permanent (88.9%), white (42.9%) female with at least 13 years of service (46.0%).

Hispanics

As of FY 2023 Q3, Hispanics comprised 15.9% of the IRS workforce and made up 15.5% of voluntary separations. As of August 30, 2023, there were 111 Hispanic Exit Survey respondents. Responses from surveys are as follows:

The primary type of separation besides retirement for Hispanics varied by grade level. More GS 5-8 Hispanics resigned, then transferred, or were promoted in another federal agency. In contrast, most GS 9-12 Hispanics transferred or resigned while most GS 13-15 Hispanics transferred to other federal agencies or Treasury bureaus. Hispanics within the mission critical occupations (0512, 0592, 0962, 1169, and 2210) who did not retire, primarily resigned, or transferred to other federal agencies.

In FY 2023, Hispanics reported that Job-Related Stress (33.3%), their pay level in relation to their job responsibilities and performance (28.8%), commute (24.3%), and their access to developmental opportunities (21.6%) strongly impacted their decision to separate. Job-Related Stress continued to be a top concern impacting Hispanics' decisions to voluntarily leave the Service for many years. Of the Hispanic females who reported in FY 2023 that job related stress strongly impacted their decision to separate, 64.9% indicated they would return to work for Treasury and 73.0% indicated that something could have been done to prevent their separations.

The typical Hispanic employee who is most likely to report that Job-Related Stress strongly impacted their decision to leave was a permanent (91.9%), GS 5-12 (83.8%) employee between 30 and 60 years old (70.2%). This employee has an equal chance (40.5%) of having less than three years or 13 or more years of federal service. The employee also most likely (70.2%) worked in one of four major occupations (0512, 0592, 0962, and 1169).

Blacks

As of FY 2023 Q3, Blacks comprised 31.5% of the IRS workforce, and made up 36.3% of voluntary separations. As of August 30, 2023, there were 260 Black exit survey respondents. Responses from surveys are as follows:

Resignations were the highest percentage of voluntary separations, not involving retirement, for Blacks at all non-executive grade levels. Following resignations, GS 5-15 Black employees also separated by transferring to another federal agency. Within the mission critical occupations (0512, 0592, 0962, 1169, 1811 and 2210), most voluntary separations for Blacks involved resigning,

transferring to another federal agency or Treasury bureau, and accepting a promotion in another federal agency.

FY 2023 survey results suggest that Job-Related Stress (33.5%) was the top concern (excluding retirement) impacting voluntary separation decisions for Blacks followed by pay level in relation to my job responsibilities and performance (26.9%), office morale (25.0%), and supervisor's understanding of his/her supervisory role (21.2%). Overall, half (50.6%) of separating Blacks, strongly impacted by Job-Related Stress, indicated they would return to work for the agency, and an additional two-thirds (66.7%) indicated that something could have been done to prevent them from leaving. However, of the Black respondents reporting that access to training opportunities strongly impacted their decision to separate, 81.5% reported that something could have been done to prevent them from leaving. Similarly, of the respondents reporting that their supervisor's concern and interest in assisting them to achieve their career goals strongly impacted their decision to separate, 80.8% reported that something could have been done to prevent them from leaving. This seems to suggest that simple measures such as increasing training opportunities to these employees could have prevented these unnecessary separations.

The profile of the typical Black employee most likely to report that Job-Related Stress strongly impacted their decision to leave is a permanent (86.2%), GS 5-12 employee (83.9%) at least 30 years old (89.7%) with less than 3 years of federal service (49.4%).

Asians

As of FY 2023 Q3, Asians comprised 6.7% of the IRS workforce, and made up 4.5% of voluntary separations. As of August 30, 2023, there were 56 Asian exit survey respondents. Responses from surveys are as follows:

In FY 2023, GS 5-8 and GS 13-15 separating Asian employees who did not retire typically transferred to other agencies, while GS 9-12 Asians typically resigned instead. Separating Asians are most likely to be in the GS 5-8 grade range. Unlike other groups, Asians reported that the top reason strongly impacting their decision to separate is their pay level in relation to their job responsibilities and performance (30.4%). Job-Related Stress is still a major reason as 28.6% of Asian respondents reported that it strongly impacted their decision to separate.

FY 2023 seems to be an inflection point when it comes to Asian separations. From FY 2019 through FY 2022, Job-Related Stress was the top reason why Asians voluntarily separated from the agency. However, in FY 2023, Asians reported that their pay and access to developmental opportunities are more influential than their Job-Related Stress in determining whether to separate or not. In addition, reasons that may not have been much of a concern four years ago are now increasing in influence. For example, in FY 2019, 11.1% of Asian respondents reported that their supervisor's willingness to create and assign tasks aimed at empowering them to improve their performance, their supervisor's ability to work well with employees of different backgrounds, and their job description in relation to their actual duties strongly impacted their decision to leave the agency. This percentage has more than doubled as 26.8% of FY 2023 Asian respondents report

that these reasons strongly impacted their decision.

Of the Asian survey respondents that reported Job-Related Stress strongly impacted their decision to separate, 68.8% indicated they would return to work for the agency while 43.8% indicated their leaving could have been prevented. The typical Asian employee reporting that Job-Related Stress strongly impacted their decision to leave was a permanent (100.0%), GS 5-15 (100.0%) employee, less than 40 years old (62.5%) with less than three years of federal service (68.8%).

Persons with Disabilities (PWD)

Persons with Disabilities (PWD) comprised 13.7% of the permanent IRS workforce in FY 2023 Q3, and the percentage of permanent PWD voluntarily separating (13.6%) was similar. There were 102 PWD exit survey respondents. Responses from surveys are as follows:

Separating GS 5-8 PWD that did not retire, tend to resign while GS 9-12 PWD typically resign and transfer. Conversely, GS 13-15 PWD separated to accept a promotion in another federal agency. The top reason for separating did not differ by race or major occupation. Most separating PWD who do not retire resign, regardless of race or major occupation.

Job-Related Stress (45.1%) had the highest impact on PWD's decision to separate at 49.2%. Resources available to do their job (30.4%) was second, followed by Option to Telecommute (29.4%) and Office Morale (28.5%).

There were some significant increases in the top concerns that strongly impacted PWD decisions to separate from FY 2019 through FY 2023. The strongly impacted percentage of Option to Telecommute increased from 17.0% in FY 2019 to 29.4% in FY 2023. The "ability to demonstrate their skills and capabilities" percentage increased 8 points from 17.5% to 25.5%. Similarly, their "pay level in relation to their job responsibilities and performance" increased from 17.0% to 27.5% during the same time period.

Over half (56.5%) of PWD respondents indicated they would return to work after separating due to Job-Related Stress and 73.9% indicated that something could have been done to prevent them from separating.

The typical PWD respondent who reported that Job-Related Stress strongly impacted their decision to separate is a permanent (91.3%) GS 5-12 (91.3%) employee at least 40 years of age (76.1%) with at least 13 years of federal service (43.5%).

Veterans

As of FY 2023 Q3, veterans comprised 9.1% of the IRS workforce, and made up 8.1% of voluntary separations. There were 133 veteran exit survey respondents. Responses from surveys are as follows:

Veterans who separate but do not retire are most likely to transfer out of the agency regardless of grade or race. And (except for Hispanic veterans who transfer out of and leave the Service for

promotion in equal numbers), veteran respondents that do not retire or transfer typically resign. Veterans who were in the revenue agent and contact representative occupations were most likely to resign while veterans who were revenue officers, IT specialists, and criminal investigators were more likely to transfer to another agency. Veteran tax examiners were just as likely to resign as they are to transfer or leave because of a promotion.

Job-Related Stress had the highest impact on veteran separations (27.1%) followed by office morale (24.8%), option to telecommute (22.6%), and ability to participate in decision making (21.8%).

The extent to which the top concerns that strongly impacted veterans' decisions to separate from FY 2018 through FY 2022 has generally increased. For example, 11.1% of FY 2019 veteran respondents reported that the option to telecommute strongly impacted their decision to separate. This percentage doubled (22.6%) in FY 2023. Similar trends exist for several other top concerns including pay level in relation to job responsibilities and performance (14.8% to 20.3%) and ability to demonstrate skills and capabilities (15.6% to 20.3%).

Nearly half (47.2%) of veteran respondents indicated they would return to work after separating due to Job-Related Stress while 58.3% indicated that something could have been done to prevent them from separating.

The typical veteran respondent who reported that Job-Related Stress strongly impacted their decision to leave was a permanent (97.2%), GS 5-15 (97.2%), employee at least 50 years of age (63.9%) with at least 13 years of federal service (52.8%).

Conclusion

Exit survey data was analyzed both as a cross-section and snapshot in time (FY 2023) and longitudinally (from FY 2019-2023). Results suggest that resignation dominated non-retirement voluntary separations in five of the six demographic groups while transfers were the leading non-retirement voluntary separations for veterans. Job-Related Stress and pay level in relation to my job responsibilities and performance continue to strongly impact the respondents' decision to separate from the agency. However, option to telecommute which was not reported as a top concern in previous years was found to be a top concern for five of the six groups (not for Blacks) in FY 2023.

In addition, the results of this year's exit survey analysis suggest:

1. the top concerns that highly impacted female decisions to leave the Service remained relatively consistent since FY 2019. Specifically, females report that job related stress, their pay level in relation to job responsibilities and performance, and the reasonableness of their workload were the main reasons that strongly impacted their decision to leave the Service.
2. the primary type of non-retirement separation for Hispanics varied by grade level. More GS 5-8 Hispanics resigned, then transferred, or were promoted in another federal agency. In contrast, most GS 9-12 Hispanics transferred or resigned while most GS 13-15 Hispanics transferred to other federal agencies or Treasury bureaus.

3. of the Black respondents reporting that access to training opportunities strongly impacted their decision to separate, 81.5% reported that something could have been done to prevent them from leaving. Similarly, of the respondents reporting that their supervisor's concern and interest in assisting them to achieve their career goals strongly impacted their decision to separate, 80.8% reported that something could have been done to prevent them from leaving.
4. unlike other groups, Asians report that the top reason strongly impacting their decision to separate is their pay level in relation to their job responsibilities and performance.
5. there were some significant increases in the top concerns that strongly impacted PWD decisions to separate from FY 2019 through FY 2023. One important finding: the strongly impacted percentage of "Option to Telecommute" increased from 17.0% in FY 2019 to 29.4% in FY 2023.
6. veterans who separate but do not retire are most likely to transfer out of the agency regardless of grade or race.

APPENDIX

Top Separations Other Than Retirement for Females

FY 2023	Type 1	Type 2	Type 3
GS 1-4	Resignation: 11	Other: 5	N/A
GS 5-8	Resignation: 115	Transfer: 37	Other: 17
GS 9-12	Resignation: 22	Transfer: 12	Other: 9
GS 13-15	Transfer: 12	Resignation: 7	Promotion: 1 Other: 1
SES	N/A	N/A	N/A
American Indian / Alaska Native	Resignation: 1	N/A	N/A
Asian	Resignation: 11	Transfer: 9	Other: 1
Black or African American	Resignation: 72	Transfer: 23	Other: 21
Hispanic	Resignation: 28	Transfer: 11	Promotion: 2
Native Hawaiian or Pacific Islander	N/A	N/A	N/A
White	Resignation: 37	Transfer: 18	Other: 9
2 or More Races	N/A	N/A	N/A
Series 0512	Resignation: 19	Other: 4	Promotion: 3 Transfer: 3
Series 0592	Resignation: 19	Transfer: 10	Other: 6
Series 0962	Resignation: 67	Transfer: 16	Other: 8
Series 1169	Resignation: 28	Transfer: 11	Promotion: 2
Series 1811	Transfer: 3	Other: 1	N/A
Series 2210	Transfer: 2 Resignation: 2	N/A	N/A

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Concerns That Impacted Females' Decisions to Leave the Service

FY 2023	Strong Impact
Job-Related Stress	34.5%
My pay level in relation to my job responsibilities and performance	23.3%
My access to developmental opportunities	20.2%
My job description in relation to my actual duties and responsibilities	22.7%
Reasonableness of my workload	20.0%
Option to telecommute	19.5%
My office's organization and alignment with regards to effective and efficient service	19.0%
My supervisor's concern and interest in assisting me to achieve my career goals	18.8%
Fairness or timeliness of efforts to resolve my complaints, disputes or grievances	17.9%
Commute	17.9%
My ability to participate in decision making	17.9%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Did Top Concerns Prompting Female Separations Change Over Time?

<i>Top Concerns</i>	FY2019	FY2020	FY2021	FY2022	FY2023
Job-Related Stress	35.1%	30.8%	36.1%	39.8%	34.5%
My pay level in relation to my job responsibilities and performance	16.4%	16.1%	16.7%	21.6%	23.3%
Reasonableness of my workload	20.4%	18.4%	21.4%	22.4%	22.7%
My access to developmental opportunities	17.3%	16.8%	15.1%	19.2%	20.2%
My job description in relation to my actual duties and responsibilities	18.8%	17.6%	18.4%	19.4%	20.2%
Option to telecommute	12.4%	11.9%	8.7%	14.8%	20.0%
My office’s organization and alignment with regards to effective and efficient service	21.6%	18.8%	17.5%	18.4%	19.5%
My supervisor’s concern and interest in assisting me to achieve my career goals	16.6%	16.4%	16.3%	18.7%	19.0%
Commute	14.1%	11.6%	7.8%	13.2%	17.9%
My ability to participate in decision making	17.8%	15.1%	15.3%	18.7%	17.9%

Source: Treasury Exit Survey (Responses from FY 2019 through August 2023)

Would Females Return to Work for Treasury? Did They Have to Leave?

FY 2023	Would you return to work for Treasury?	Could anything have been done to prevent you from leaving?
	Yes	Yes
Job-Related Stress	53.5%	63.1%
My pay level in relation to my job responsibilities and performance	61.9%	70.9%
Reasonableness of my workload	55.4%	68.5%
My access to developmental opportunities	59.5%	72.4%
My job description in relation to my actual duties and responsibilities	55.2%	64.7%
Option to Telecommute	61.7%	67.0%
My office's organization and alignment with regards to effective and efficient service	50%	67.0%
My supervisor's concern and interest in assisting me to achieve my career goals	54.1%	77.1%
Commute	64.1%	63.1%
My ability to participate in decision making	60.2%	70.9%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Females Who Reported Job-Related Stress Strongly Impacted Their Separation

FY 2023	
Permanent Work Status	88.9%
Seasonal Work Status	9.6%
Temporary Work Status	1.5%
GS 1-4	3.5%
GS 5-8	55.1%
GS 9-12	24.8%
GS 13-15	16.2%
SES	0.5%
Less than 1 year in service	20.2%
1-3 years in service	16.7%
4-6 years in service	7.1%
7-9 years in service	2.0%
10-12 years in service	8.1%
13-25 years in service	16.2%
More than 25 years in service	29.8%
Age 18-29	11.6%
Age 30-39	16.2%
Age 40-49	15.2%
Age 50-59	23.7%
Age 60 and over	33.3%
Age Unknown	0.0%
Series 512	9.1%
Series 592	13.1%
Series 962	30.8%
Series 1169	6.6%
Series 1811	0.5%
Series 2210	3.0%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Separations Other Than Retirement for Hispanics

FY 2023	Type 1	Type 2	Type 3
GS 1-4	N/A	N/A	N/A
GS 5-8	Resignation: 37	Transfer: 9	Promotion: 5
GS 9-12	Transfer: 7	Resignation: 4	Promotion: 1
GS 13-15	Transfer: 5	Promotion: 1	Resignation: 1 Other: 1
SES	N/A	N/A	N/A
Series 0512	Resignation: 5	Transfer: 2	N/A
Series 0592	Transfer: 3	Resignation: 2	Promotion: 1
Series 0962	Resignation: 23	Transfer: 5	N/A
Series 1169	Resignation: 3 Transfer: 3	Promotion: 1 Other: 1	N/A
Series 1811	N/A	N/A	N/A
Series 2210	Resignation: 1 Transfer: 1	N/A	N/A

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Concerns That Impacted Hispanics' Decisions to Leave the Service

FY 2023	Strong Impact
Job-Related Stress	33.3%
My pay level in relation to my job responsibilities and performance	28.8%
Commute	24.3%
My access to developmental opportunities	21.6%
My job description in relation to my actual duties and responsibilities	18.9%
My office's morale	18.9%
My ability to participate in decision making	18.9%
Option to Telecommute	18.0%
My office's organization and alignment with regards to effective and efficient service	17.1%
Reasonableness of my workload	17.1%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Did Top Concerns Prompting Hispanic Separations Change Over Time?

<i>Top Concerns</i>	FY2019	FY2020	FY2021	FY2022	FY2023
Job-Related Stress	38.3%	32.6%	42.5%	43.8%	33.3%
My pay level in relation to my job responsibilities and performance	21.7%	23.2%	21.6%	28.3%	28.8%
Commute	7.5%	9.5%	10.8%	17.2%	24.3%
My access to developmental opportunities	25.8%	24.2%	25.9%	25.8%	21.6%
My job description in relation to my actual duties and responsibilities	29.2%	15.8%	23.7%	24.9%	18.9%
My office's morale	30.0%	27.4%	23.0%	23.0%	18.9%
My ability to participate in decision making	26.7%	23.2%	18.7%	21.0%	18.9%
Option to Telecommute	13.3%	12.6%	13.0%	17.6%	18.0%
My office's organization and alignment with regards to effective and efficient service	28.3%	23.2%	19.4%	21.0%	17.1%
Reasonableness of my workload	21.7%	19.0%	24.5%	23.2%	17.1%

Source: Treasury Exit Survey (From FY 2019 through August 2023)

Would Hispanics Return to Work for Treasury? Did They Have to Leave?

FY 2023	Would you return to work for Treasury?	Could anything have been done to prevent you from leaving?
	Yes	Yes
Job-Related Stress	64.9%	73.0%
My pay level in relation to my job responsibilities and performance	75.0%	75.0%
Commute	77.8%	85.2%
My access to developmental opportunities	79.2%	70.8%
My job description in relation to my actual duties and responsibilities	52.4%	71.4%
My office’s morale	71.4%	66.7%
My ability to participate in decision making	61.9%	61.9%
Option to Telecommute	60.0%	95.0%
My office’s organization and alignment with regards to effective and efficient service	68.4%	73.7%
Reasonableness of my workload	47.4%	68.4%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Hispanics Who Reported Job-Related Stress Strongly Impacted Their Separation

FY 2023	
Permanent Work Status	91.9%
Seasonal Work Status	5.4%
Temporary Work Status	2.7%
GS 1-4	0.0%
GS 5-8	56.8%
GS 9-12	27.0%
GS 13-15	16.2%
SES	0.0%
Less than 1 year in service	21.6%
1-3 years in service	18.9%
4-6 years in service	10.8%
7-9 years in service	2.7%
10-12 years in service	5.4%
13-25 years in service	18.9%
More than 25 years in service	21.6%
Age 18-29	13.5%
Age 30-39	27.0%
Age 40-49	21.6%
Age 50-59	21.6%
Age 60 and over	16.2%
Age Unknown	0.0%
Series 512	16.2%
Series 592	13.5%
Series 962	29.7%
Series 1169	10.8%
Series 1811	0.0%
Series 2210	0.0%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Separations Other Than Retirement for Blacks

FY 2023	Type 1	Type 2	Type 3
GS 1-4	Resignation: 8	Other: 5	N/A
GS 5-8	Resignation: 69	Transfer: 18	Other: 13
GS 9-12	Resignation: 10	Transfer: 5	Promotion: 4
GS 13-15	Resignation: 6	Transfer: 5	N/A
SES	N/A	N/A	N/A
Series 0512	Resignation: 4	Promotion: 2	Transfer: 1 Other: 1
Series 0592	Resignation: 9	Trnsfer: 4	Other: 3
Series 0962	Resignation: 51	Transfer: 9	Other: 8
Series 1169	Resignation: 72	Transfer: 23	Other: 21
Series 1811	Transfer: 1	N/A	N/A
Series 2210	Resignation: 2	Transfer: 1 Promotion: 1	N/A

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Concerns That Impacted Blacks' Decisions to Leave the Service

FY 2023	Strong Impact
Job-Related Stress	33.5%
My pay level in relation to my job responsibilities and performance	26.9%
My office's morale	25.0%
My supervisor's understanding of his/her supervisory role	21.2%
My access to developmental opportunities	21.2%
Access to training opportunities	20.8%
Fairness or timeliness of efforts to resolve my complaints, disputes or grievances	20.8%
My supervisor's concern and interest in assisting me to achieve my career goals	20.0%
Reasonableness of my workload	20.0%
My job description in relation to my actual duties and responsibilities	19.2%
My office's organization and alignment with regards to effective and efficient service	19.2%
Availability of flexible, part-time or alternative work schedules	19.2%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Did Top Concerns Prompting Black Separations Change Over Time?

<i>Top Concerns</i>	FY2019	FY2020	FY2021	FY2022	FY2023
Job-Related Stress	31.1%	29.8%	34.5%	41.5%	33.5%
My pay level in relation to my job responsibilities and performance	15.4%	16.4%	23.0%	27.2%	26.9%
My office's morale	22.8%	24.7%	18.5%	24.0%	25.0%
My supervisor's understanding of his/her supervisory role	18.1%	21.6%	15.8%	21.4%	21.2%
My access to developmental opportunities	21.3%	19.9%	18.5%	22.7%	21.2%
Access to training opportunities	14.5%	10.6%	15.0%	20.7%	20.8%
Fairness or timeliness of efforts to resolve my complaints, disputes or grievances	16.9%	16.8%	17.1%	20.5%	20.8%
My supervisor's concern and interest in assisting me to achieve my career goals	16.6%	20.2%	16.8%	24.8%	20.0%
Reasonableness of my workload	18.1%	17.8%	18.5%	25.5%	20.0%
My job description in relation to my actual duties and responsibilities	18.1%	17.8%	20.9%	23.8%	19.2%
My office's organization and alignment with regards to effective and efficient service	18.1%	20.6%	17.1%	18.8%	19.2%
Availability of flexible, part-time or alternative work schedules	13.0%	12.0%	10.7%	16.2%	19.2%

Source: Treasury Exit Survey (From FY 2019 through August 2023)

Would Blacks Return to Work for Treasury? Did They Have to Leave?

FY 2023	Would you return to work for Treasury?	Could anything have been done to prevent you from leaving?
	Yes	Yes
Job-Related Stress	50.6%	66.7%
My pay level in relation to my job responsibilities and performance	61.4%	71.4%
My office’s morale	47.7%	75.4%
My supervisor’s understanding of his/her supervisory role	40.0%	72.7%
My access to developmental opportunities	54.6%	78.2%
Access to training opportunities	53.7%	81.5%
Fairness or timeliness of efforts to resolve my complaints, disputes or grievances	38.9%	70.4%
My supervisor’s concern and interest in assisting me to achieve my career goals	46.2%	80.8%
Reasonableness of my workload	50.0%	73.1%
My job description in relation to my actual duties and responsibilities	60.0%	66.0%
My office’s organization and alignment with regards to effective and efficient service	46.0%	68.0%
Availability of flexible, part-time or alternative work schedules	60.0%	74.0%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Blacks Who Reported Job-Related Stress Strongly Impacted Their Separation

FY 2023	
Permanent Work Status	86.2%
Seasonal Work Status	13.8%
Temporary Work Status	0.0%
GS 1-4	6.9%
GS 5-8	64.4%
GS 9-12	19.5%
GS 13-15	9.2%
SES	0.0%
Less than 1 year in service	26.4%
1-3 years in service	23.0%
4-6 years in service	9.2%
7-9 years in service	3.5%
10-12 years in service	4.6%
13-25 years in service	14.9%
More than 25 years in service	18.4%
Age 18-29	10.3%
Age 30-39	25.3%
Age 40-49	16.1%
Age 50-59	17.2%
Age 60 and over	31.0%
Age Unknown	0.0%
Series 512	5.8%
Series 592	11.5%
Series 962	48.3%
Series 1169	6.9%
Series 1811	2.3%
Series 2210	1.2%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Separations Other Than Retirement for Asians

FY 2023	Type 1	Type 2	Type 3
GS 1-4	Other: 1	N/A	N/A
GS 5-8	Transfer: 10	Resignation: 9	N/A
GS 9-12	Resignation: 11	Other: 2	N/A
GS 13-15	Transfer: 4	Resignation: 2	Other: 1
SES	N/A	N/A	N/A
Series 0512	Resignation: 10	N/A	N/A
Series 0592	Transfer: 3	Resignation: 2	N/A
Series 0962	Resignation: 3 Transfer: 3	N/A	N/A
Series 1169	Resignation: 11	Transfer: 9	Other: 1
Series 1811	Other: 1	N/A	N/A
Series 2210	Resignation: 2	Transfer: 1 Other: 1	N/A

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Concerns That Impacted Asians' Decisions to Leave the Service

FY 2023	Strong Impact
My pay level in relation to my job responsibilities and performance	30.4%
My access to developmental opportunities	30.4%
Job-Related Stress	28.6%
My ability to participate in decision making	26.8%
My supervisor's willingness to create and assign tasks aimed at empowering me to improve my performance	26.8%
My supervisor's ability to work well with employees of different background	26.8%
My job description in relation to my actual duties and responsibilities	26.8%
Option to Telecommute	26.8%
My supervisor's interest in my ideas and suggestions	25.0%
Availability of flexible, part-time or alternative work schedules	25.0%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Did Top Concerns Prompting Asian Separations Change Over Time?

<i>Top Concerns</i>	FY2019	FY2020	FY2021	FY2022	FY2023
My pay level in relation to my job responsibilities and performance	14.8%	22.0%	11.6%	21.8%	30.4%
My access to developmental opportunities	11.1%	16.0%	10.1%	20.7%	30.4%
Job-Related Stress	24.1%	26.0%	30.4%	36.8%	28.6%
My ability to participate in decision making	14.8%	14.0%	10.1%	20.7%	26.8%
My supervisor’s willingness to create and assign tasks aimed at empowering me to improve my performance	11.1%	10.0%	15.9%	14.9%	26.8%
My supervisor’s ability to work well with employees of different background	11.1%	8.0%	15.9%	17.2%	26.8%
My job description in relation to my actual duties and responsibilities	11.1%	12.0%	18.8%	16.1%	26.8%
Option to Telecommute	14.8%	16.0%	11.6%	14.9%	26.8%
My supervisor’s interest in my ideas and suggestions	13.0%	10.0%	15.9%	12.6%	25.0%
Availability of flexible, part-time or alternative work schedules	16.7%	20.0%	15.9%	10.3%	25.0%

Source: Treasury Exit Survey (From FY 2019 through August 2023)

Would Asians Return to Work for Treasury? Did They Have to Leave?

FY 2023	Would you return to work for Treasury?	Could anything have been done to prevent you from leaving?
	Yes	Yes
My pay level in relation to my job responsibilities and performance	64.7%	41.2%
My access to developmental opportunities	64.7%	52.9%
Job- related stress	68.8%	43.8%
My ability to participate in decision making	60.0%	53.3%
My supervisor’s willingness to create and assign tasks aimed at empowering me to improve my performance	60.0%	33.3%
My supervisor’s ability to work well with employees of different background	66.7%	33.3%
My job description in relation to my actual duties and responsibilities	66.7%	46.7%
Option to Telecommute	73.3%	33.3%
My supervisor’s interest in my ideas and suggestions	64.3%	35.7%
Availability of flexible, part-time or alternative work schedules	71.4%	35.7%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Asians Who Reported Job-Related Stress Strongly Impacted Their Separation

FY 2023	
Permanent Work Status	100.0%
Seasonal Work Status	0.0%
Temporary Work Status	0.0%
GS 1-4	0.0%
GS 5-8	43.8%
GS 9-12	37.5%
GS 13-15	18.8%
SES	0.0%
Less than 1 year in service	25.0%
1-3 years in service	43.8%
4-6 years in service	6.3%
7-9 years in service	0.0%
10-12 years in service	12.5%
13-25 years in service	0.0%
More than 25 years in service	12.5%
Age 18-29	37.5%
Age 30-39	25.0%
Age 40-49	6.3%
Age 50-59	12.5%
Age 60 and over	18.8%
Age Unknown	0.0%
Series 512	37.5%
Series 592	18.8%
Series 962	25.0%
Series 1169	0.0%
Series 1811	0.0%
Series 2210	0.0%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Separations Other Than Retirement for PWD

FY 2023	Type 1	Type 2	Type 3
GS 1-4	Resignation: 1	N/A	N/A
GS 5-8	Resignation: 26	Transfer: 5 Promotion: 5	Other: 3
GS 9-12	Resignation: 6 Transfer: 6	Promotion: 1 Other: 1	N/A
GS 13-15	Promotion: 2 Other: 2	Transfer: 1	N/A
SES	N/A	N/A	N/A
Asian	Resignation: 1	N/A	N/A
Black or African American	Resignation: 14	Transfer: 3 Other: 3	Promotion: 2
Hispanic	Resignation: 7	Transfer: 5	Promotion: 2
NH Pacific Islander	N/A	N/A	N/A
White	Resignation: 11	Transfer: 4 Promotion: 4	Other: 2
2 or More Races	N/A	N/A	N/A
Series 0512	Resignation: 4	Other: 1	N/A
Series 0592	Resignation: 6	Transfer: 2	Promotion: 1 Other: 1
Series 0962	Resignation: 8	Transfer: 2 Other: 2	Promotion: 1
Series 1169	Resignation: 25	Transfer: 8	Other: 5
Series 1811	N/A	N/A	N/A
Series 2210	Resignation: 1	N/A	N/A

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Concerns That Impacted PWDs' Decisions to Leave the Service

FY 2023	Strong Impact
Job-Related Stress	45.1%
Resources available to do my job	30.4%
Option to Telecommute	29.4%
My office's morale	28.5%
Commute	27.5%
My pay level in relation to my job responsibilities and performance	27.5%
My job description in relation to my actual duties and responsibilities	25.5%
My ability to demonstrate my skills and capabilities	25.5%
Reasonableness of my workload	25.5%
Availability of resources needed by my office to achieve strategic goals	24.5%
My office's organization and alignment with regards to effective and efficient service	24.5%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Did Top Concerns Prompting PWD Separations Change Over Time?

<i>Top Concerns</i>	FY2019	FY2020	FY2021	FY2022	FY2023
Job-Related Stress	48.0%	48.7%	44.1%	47.3%	45.1%
Resources available to do my job	29.8%	32.5%	21.3%	28.1%	30.4%
Option to Telecommute	17.0%	18.0%	10.3%	23.5%	29.4%
My office's morale	31.0%	39.3%	22.1%	33.1%	28.5%
Commute	17.5%	16.2%	9.6%	20.0%	27.5%
My pay level in relation to my job responsibilities and performance	17.0%	22.2%	17.7%	31.5%	27.5%
My job description in relation to my actual duties and responsibilities	25.2%	33.3%	20.6%	28.5%	25.5%
My ability to demonstrate my skills and capabilities	17.5%	32.5%	18.4%	23.1%	25.5%
Reasonableness of my workload	25.7%	28.2%	25.7%	27.7%	25.5%
Availability of resources needed by my office to achieve strategic goals	24.0%	25.6%	16.2%	24.2%	24.5%
My office's organization and alignment with regards to effective and efficient service	25.7%	26.5%	18.4%	26.2%	24.5%

Source: Treasury Exit Survey (From FY 2019 through August 2023)

Would PWD Return to Work for Treasury? Did They Have to Leave?

FY 2023	Would you return to work for Treasury?	Could anything have been done to prevent you from leaving?
	Yes	Yes
Job-Related Stress	56.5%	73.9%
Resources available to do my job	48.4%	58.1%
Option to Telecommute	53.3%	63.3%
My office's morale	44.8%	65.5%
Commute	64.3%	57.1%
My pay level in relation to my job responsibilities and performance	60.7%	82.1%
My job description in relation to my actual duties and responsibilities	46.2%	65.4%
My ability to demonstrate my skills and capabilities	57.7%	84.6%
Reasonableness of my workload	46.2%	65.4%
Availability of resources needed by my office to achieve strategic goals	36.0%	64.0%
My office's organization and alignment with regards to effective and efficient service	36.0%	60.0%

Source: Treasury Exit Survey (FY 2023 through August 2023)

**PWD's Who Reported
Job-Related Stress Strongly Impacted Their Separation**

FY 2023	
Permanent Work Status	91.3%
Seasonal Work Status	6.5%
Temporary Work Status	2.2%
GS 1-4	0.0%
GS 5-8	56.5%
GS 9-12	34.8%
GS 13-15	8.7%
SES	0.0%
Less than 1 year in service	21.7%
1-3 years in service	15.2%
4-6 years in service	6.5%
7-9 years in service	4.4%
10-12 years in service	8.7%
13-25 years in service	26.1%
More than 25 years in service	17.4%
Age 18-29	6.5%
Age 30-39	17.4%
Age 40-49	26.1%
Age 50-59	26.1%
Age 60 and over	23.9%
Age Unknown	0.0%
Series 512	8.7%
Series 592	15.2%
Series 962	17.4%
Series 1169	0.0%
Series 1811	0.0%
Series 2210	0.0%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Separations Other Than Retirement for Veterans

FY 2023	Type 1	Type 2	Type 3
GS 1-4	N/A	N/A	N/A
GS 5-8	Transfer: 13	Resignation: 12	Promotion: 7
GS 9-12	Transfer: 9	Promotion: 5	Resignation: 3
GS 13-15	Transfer: 14	Resignation: 5	Promotion: 2
SES	Transfer: 1	N/A	N/A
Asian	Resignation: 1 Transfer: 1	N/A	N/A
Black or African American	Transfer: 10	Resignation: 8	Promotion: 3
Hispanic	Transfer: 6 Promotion: 6	Resignation: 5	Other: 1
Native Hawaiian or Pacific Islander	N/A	N/A	N/A
White	Transfer: 16	Resignation: 6	Promotion: 5
2 or More Races	Transfer: 4	N/A	N/A
Series 0512	Resignation: 3	Transfer: 1	N/A
Series 0592	Resignation: 1 Transfer: 1 Promotion: 1 Other: 1	N/A	N/A
Series 0962	Resignation: 4	Transfer: 3	Promotion: 1 Other: 1
Series 1169	Transfer: 12	Resignation: 9	Promotion: 5
Series 1811	Transfer: 1	N/A	N/A
Series 2210	Transfer: 5	Resignation: 4	Promotion: 1

Source: Treasury Exit Survey (FY 2023 through August 2023)

Top Concerns That Impacted Veterans' Decisions to Leave the Service

FY 2023	Strong Impact
Job-Related Stress	27.1%
My office's morale	24.8%
Option to Telecommute	22.6%
My ability to participate in decision making	21.8%
My pay level in relation to my job responsibilities and performance	20.3%
My access to developmental opportunities	20.3%
My ability to demonstrate my skills and capabilities	20.3%
My supervisor's concern and interest in assisting me to achieve my career goals	19.6%
My work experience did not match my expectations	18.8%
Resources available to do my job	17.3%
My supervisor's ability to ensure cooperativeness and teamwork among employees	17.3%
Reasonableness of my workload	17.3%
Commute	17.3%
Location of Post of Duty	17.3%

Source: Treasury Exit Survey (From FY 2019 through August 2023)

Did Top Concerns Prompting Veterans' Separations Change Over Time?

<i>Top Concerns</i>	FY2019	FY2020	FY2021	FY2022	FY2023
Job-Related Stress	27.6%	29.1%	29.5%	34.2%	27.1%
My office's morale	22.6%	27.2%	19.1%	18.7%	24.8%
Option to Telecommute	11.1%	8.9%	7.2%	16.1%	22.6%
My ability to participate in decision making	19.8%	19.6%	16.3%	19.4%	21.8%
My pay level in relation to my job responsibilities and performance	14.8%	19.6%	18.3%	27.1%	20.3%
My access to developmental opportunities	22.2%	15.2%	21.1%	19.4%	20.3%
My ability to demonstrate my skills and capabilities	15.6%	14.6%	14.3%	15.2%	20.3%
My supervisor's concern and interest in assisting me to achieve my career goals	14.4%	13.9%	17.5%	20.0%	19.6%
My work experience did not match my expectations	14.8%	12.7%	13.2%	18.7%	18.8%
Resources available to do my job	23.9%	20.9%	19.1%	18.7%	17.3%
My supervisor's ability to ensure cooperativeness and teamwork among employees	14.8%	15.2%	13.9%	14.5%	17.3%
Reasonableness of my workload	16.9%	18.4%	16.3%	21.6%	17.3%
Commute	11.5%	8.2%	8.8%	15.8%	17.3%
Location of Post of Duty	11.1%	6.3%	6.8%	12.6%	17.3%

Source: Treasury Exit Survey (From FY 2019 through August 2023)

Would Veterans Return to Work for Treasury? Did They Have to Leave?

FY 2023	Would you return to work for Treasury?	Could anything have been done to prevent you from leaving?
	Yes	Yes
Job-Related Stress	47.2%	58.3%
My office's morale	45.5%	48.5%
Option to Telecommute	63.3%	60.0%
My ability to participate in decision making	55.2%	62.1%
My pay level in relation to my job responsibilities and performance	66.7%	66.7%
My access to developmental opportunities	59.3%	55.6%
My ability to demonstrate my skills and capabilities	40.7%	74.1%
My supervisor's concern and interest in assisting me to achieve my career goals	46.2%	53.9%
My work experience did not match my expectations	48.0%	60.0%
Resources available to do my job	43.5%	34.8%
My supervisor's ability to ensure cooperativeness and teamwork among employees	47.8%	52.2%
Reasonableness of my workload	34.8%	56.5%
Commute	73.9%	60.9%
Location of Post of Duty	78.3%	65.2%

Source: Treasury Exit Survey (FY 2023 through August 2023)

Veterans Who Reported Job-Related Stress Strongly Impacted Their Separation

FY 2023	
Permanent Work Status	97.2%
Seasonal Work Status	0.0%
Temporary Work Status	2.8%
GS 1-4	0.0%
GS 5-8	38.9%
GS 9-12	27.8%
GS 13-15	30.6%
SES	2.8%
Less than 1 year in service	11.1%
1-3 years in service	8.3%
4-6 years in service	11.1%
7-9 years in service	5.6%
10-12 years in service	11.1%
13-25 years in service	36.1%
More than 25 years in service	16.7%
Age 18-29	0.0%
Age 30-39	19.4%
Age 40-49	16.7%
Age 50-59	30.6%
Age 60 and over	33.3%
Age Unknown	0.0%
Series 512	16.7%
Series 592	2.8%
Series 962	16.7%
Series 1169	0.0%
Series 1811	0.0%
Series 2210	8.3%

Source: Treasury Exit Survey (FY 2023 through August 2023)